

A New Organisation for a New World

- Part One **Success Story - Large Pharmaceutical**
- Part Two Games Development Studio
- Part Three Global Shared Service
- Part Four How to Develop a Virtual Organisation



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This podcast is from the successful implementation of the Obeng OrganoWeb™ in one of the worlds largest Pharmaceutical Businesses



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BACKGROUND

The business in this success story, like many others in our fast changing complex world, was wrestling with many challenges; difficulties in aligning for effective product launches, rising operating costs, a lack of focus on profitability, complexity of markets and dealing with regulation...



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OUTCOMES

In addition to a significant improvement in business performance, other outcomes included faster speed to market, better executed launches and marketing campaigns, reduction in operating costs and an increase in staff morale and a culture which enabled staff to feel empowered and take the initiative...



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CONTEXT

The presentation in this podcast was adapted from an internal communications message initially played as a video to staff audiences to help them understand the New Organisation. It provides a good illustration of how to move beyond hierarchy to a dynamic, flexible, virtual organisation...



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PROVOKING – INSPIRING – **EDUCATING** – ENABLING – COACHING

THE VIRTUAL BUSINESS SCHOOL

CREATING A NEW ORGANISATION

New Skills in Life

- Commanding world leadership in life sciences
- World's second largest pharmaceutical group UK



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CREATING A NEW ORGANISATION – THE CHALLENGE



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CREATING A NEW ORGANISATION – THE CHALLENGE

- Customer facing



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CREATING A NEW ORGANISATION – THE CHALLENGE

- Customer facing
- Short decision chains



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CREATING A NEW ORGANISATION – THE CHALLENGE

- Customer facing
- Short decision chains
- Dynamic and accountable



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CREATING A NEW ORGANISATION – THE CHALLENGE

- Customer facing
- Short decision chains
- Dynamic and accountable
- Reacts quickly



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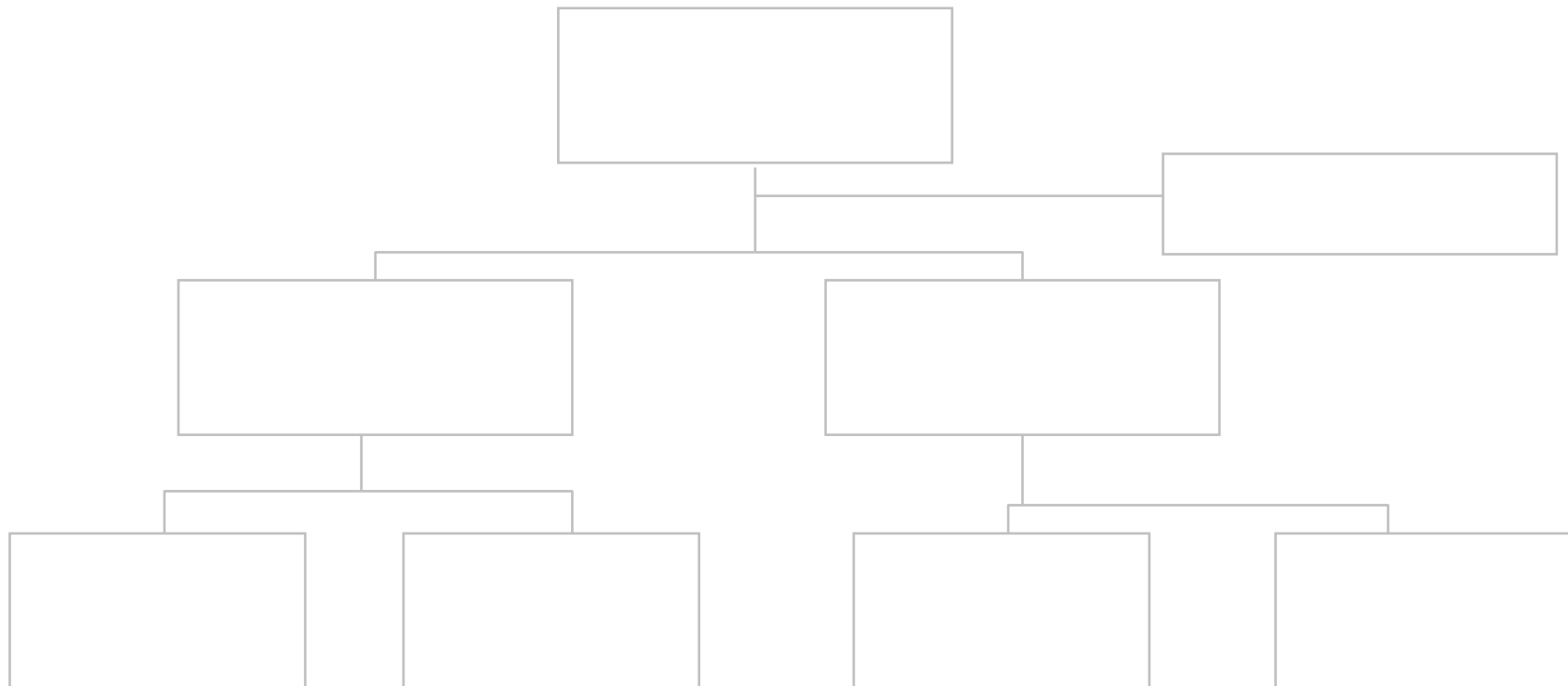
CREATING A NEW ORGANISATION – THE CHALLENGE

- Customer facing
- Short decision chains
- Dynamic and accountable
- Reacts quickly
- Capable of effective management



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CREATING A NEW ORGANISATION – TRADITIONAL GENERIC CHART



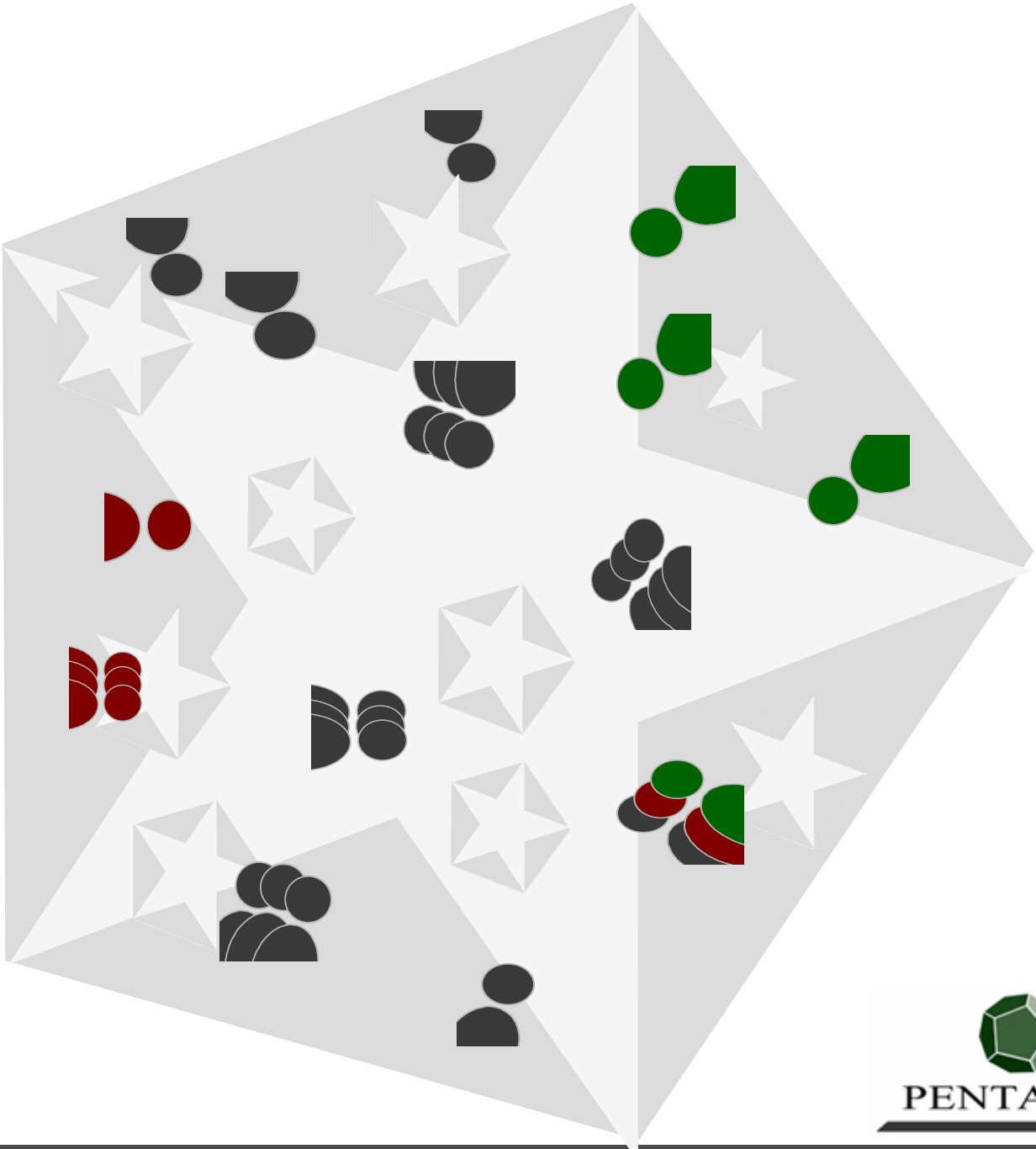
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THE VIRTUAL BUSINESS SCHOOL

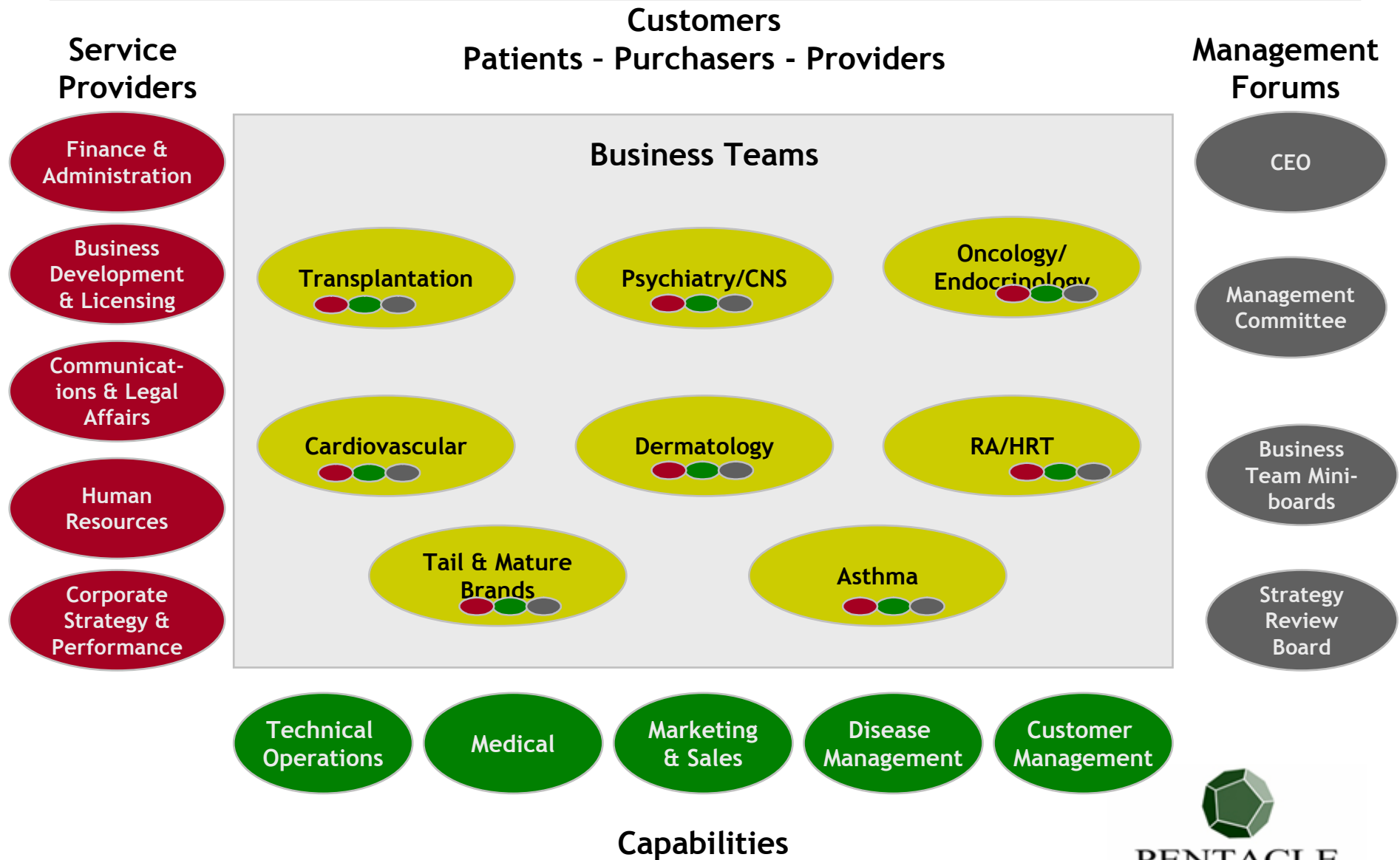


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THE VIRTUAL BUSINESS SCHOOL

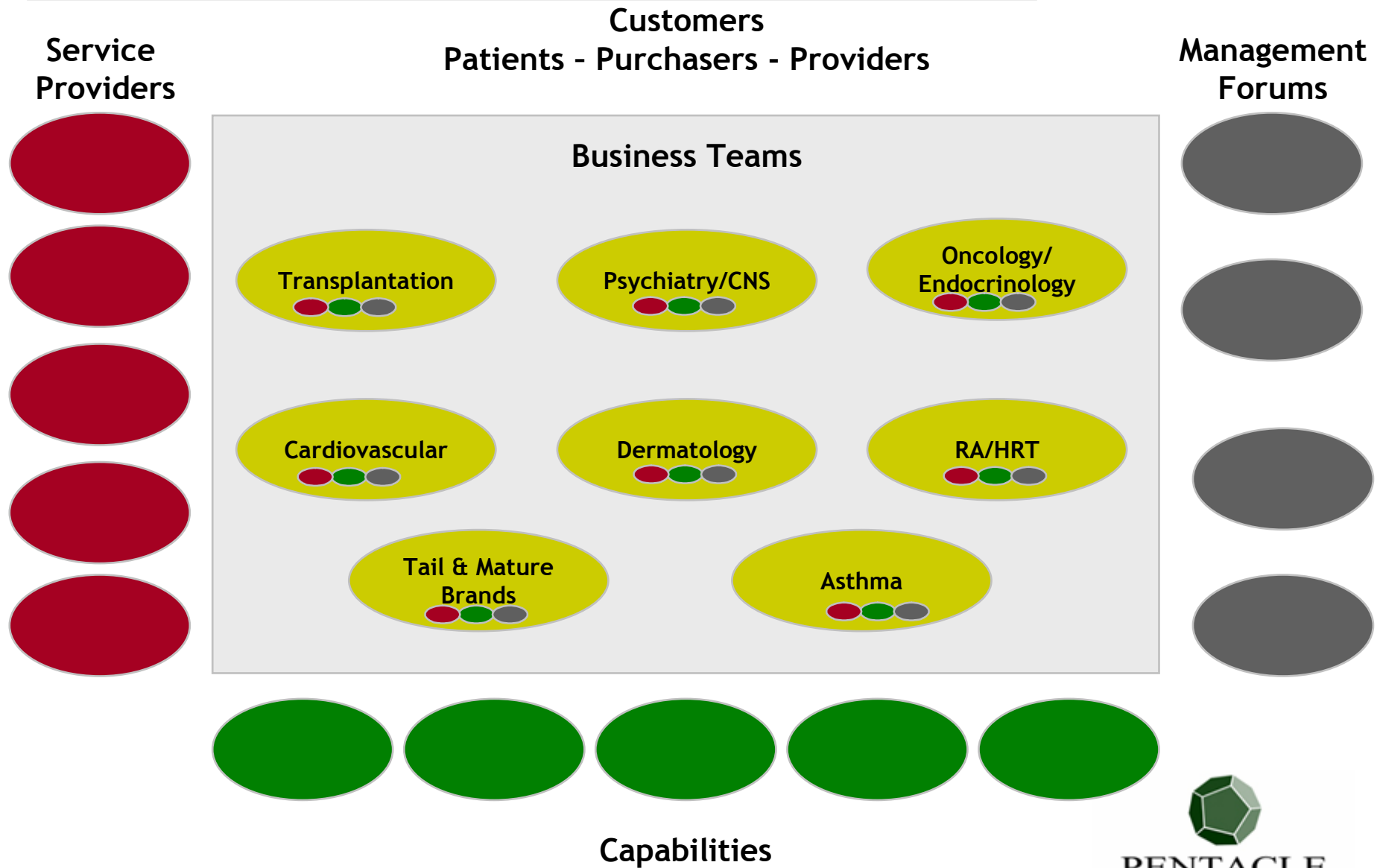
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THE OPERATIONAL GRID – ORGANISING FOR SUCCESS



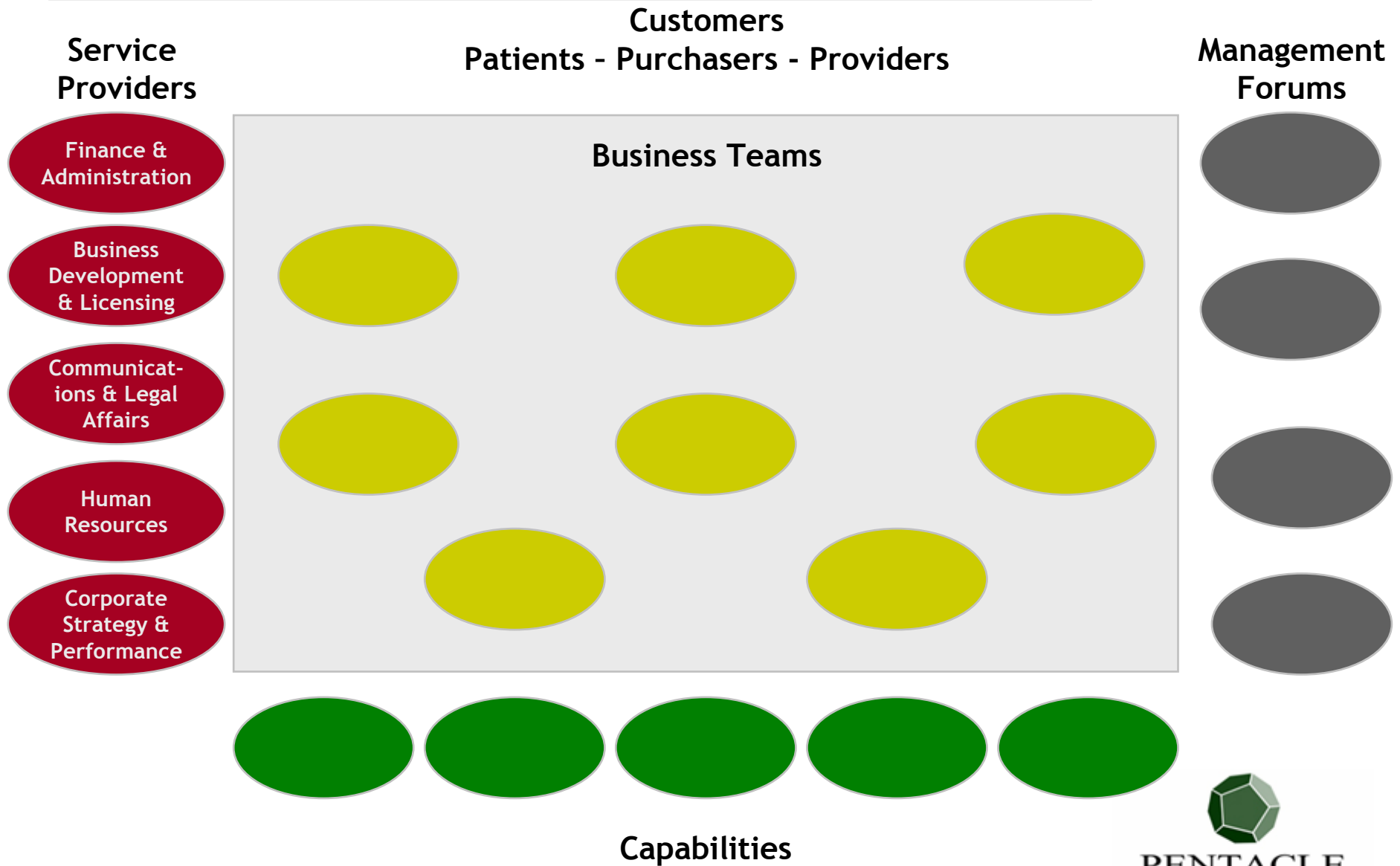
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THE OPERATIONAL GRID – Business Teams



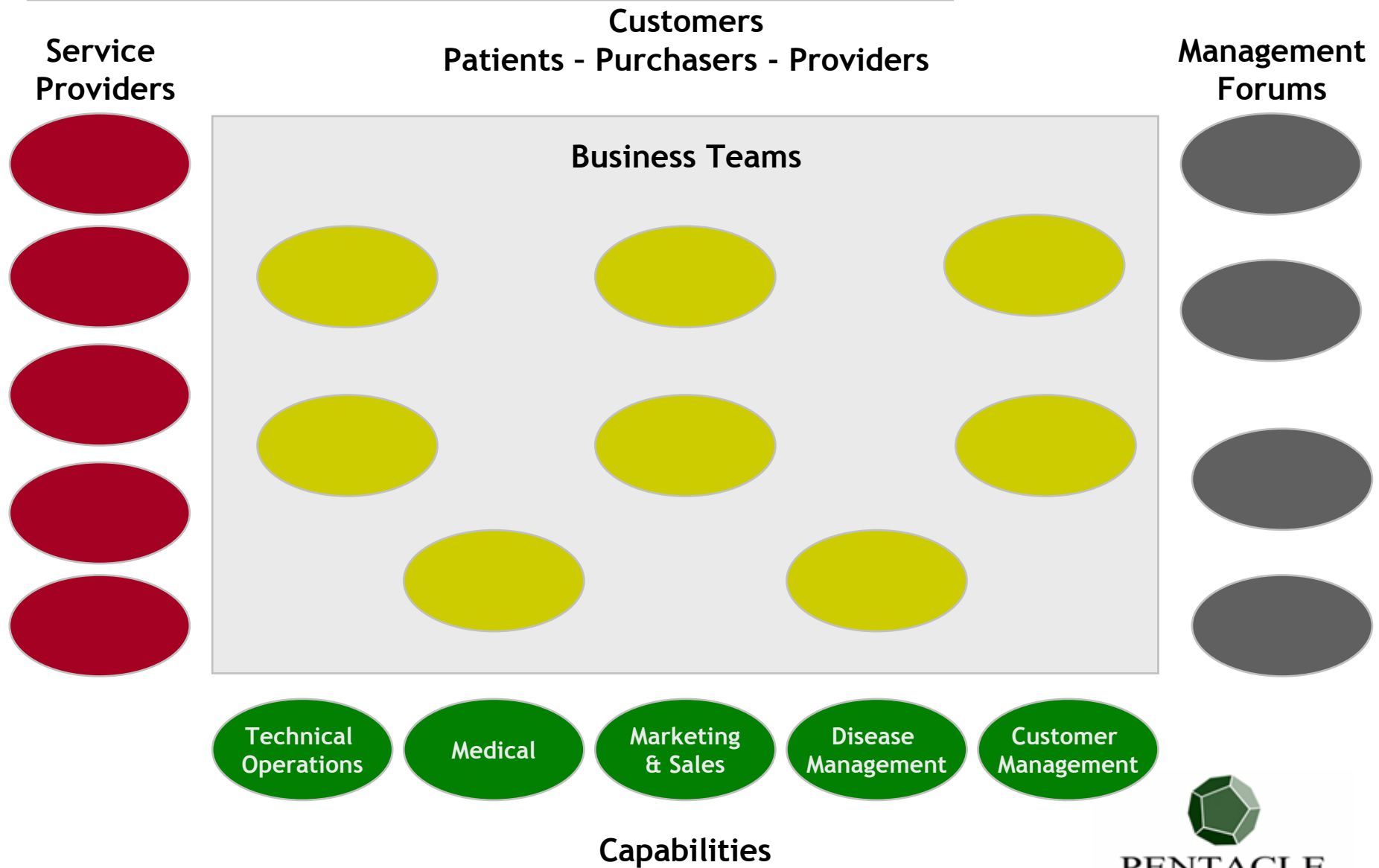
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THE OPERATIONAL GRID – Service Providers



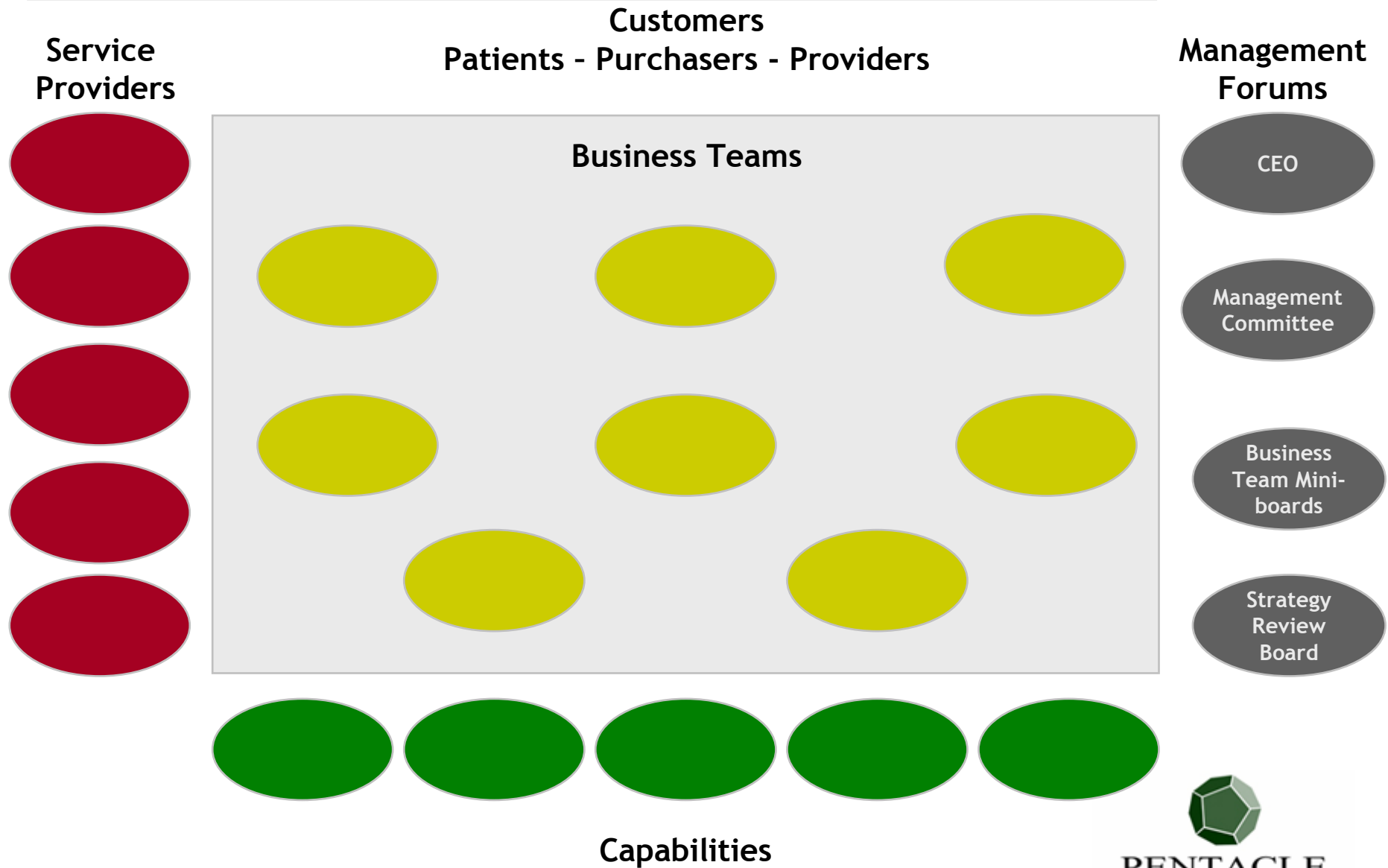
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THE OPERATIONAL GRID – Capabilities



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THE OPERATIONAL GRID – Management Forums



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THE OPERATIONAL GRID – SERVICE PROVIDERS

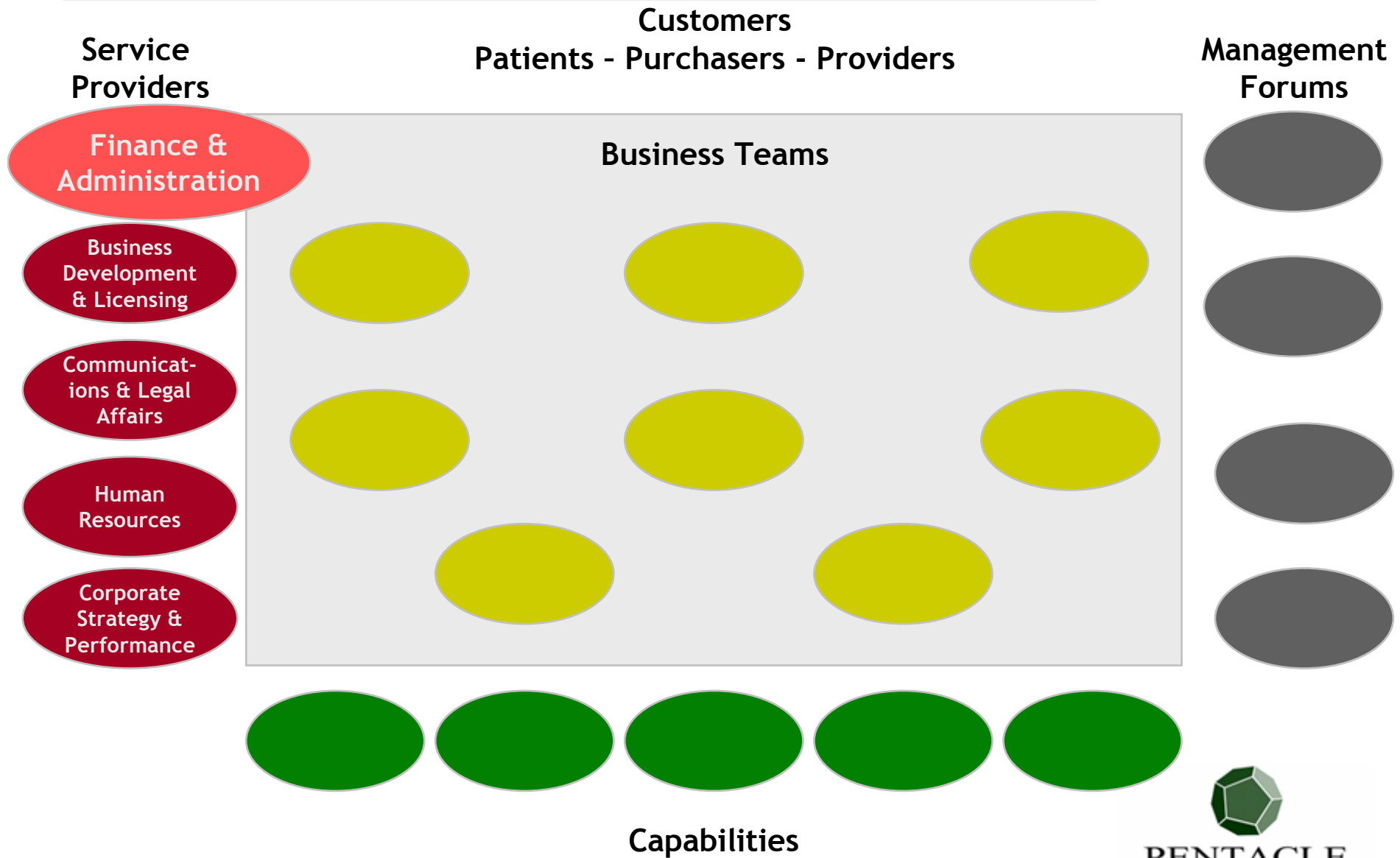


Providing professional advice and support to all business teams, capabilities and management



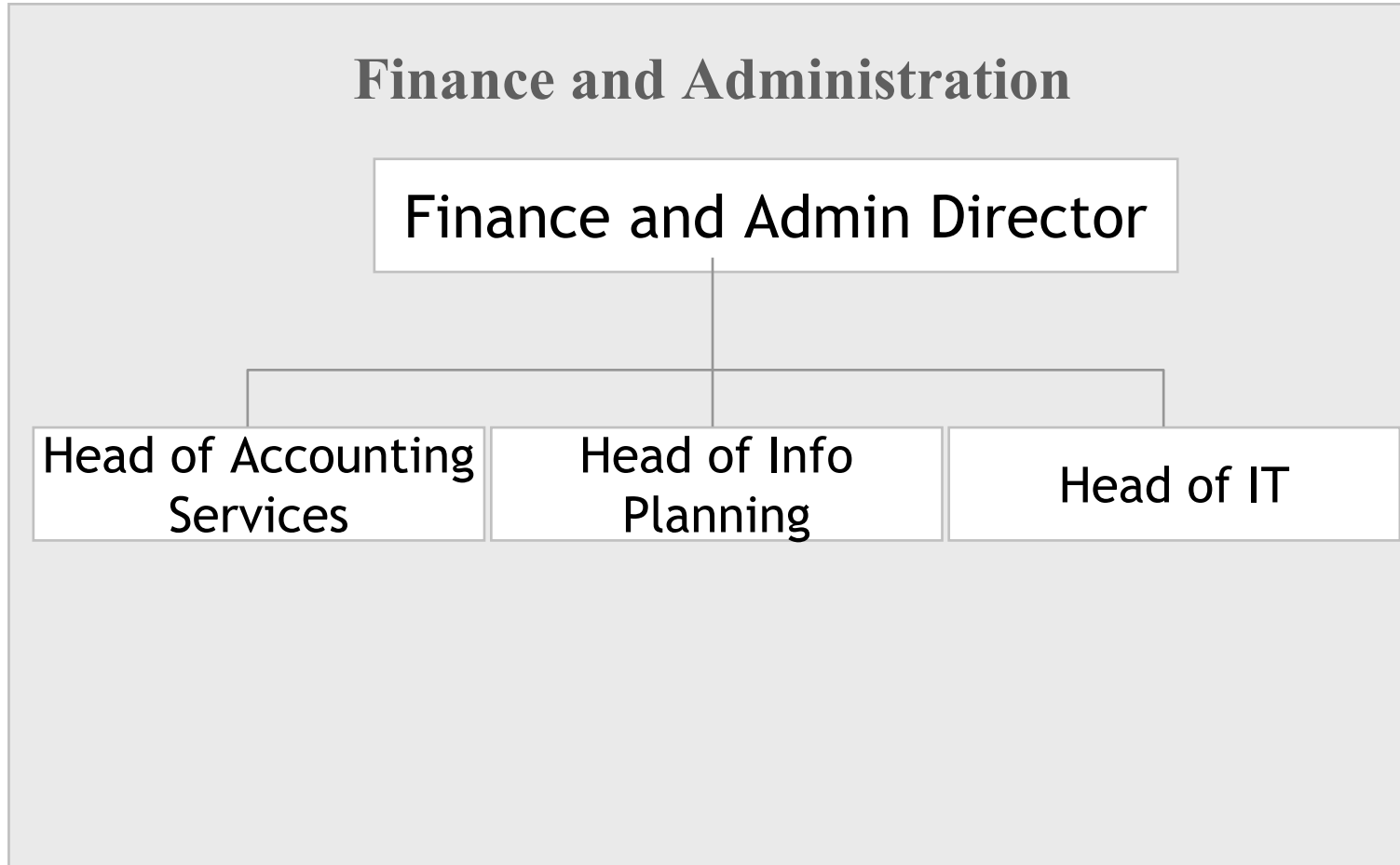
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THE OPERATIONAL GRID – Service Providers



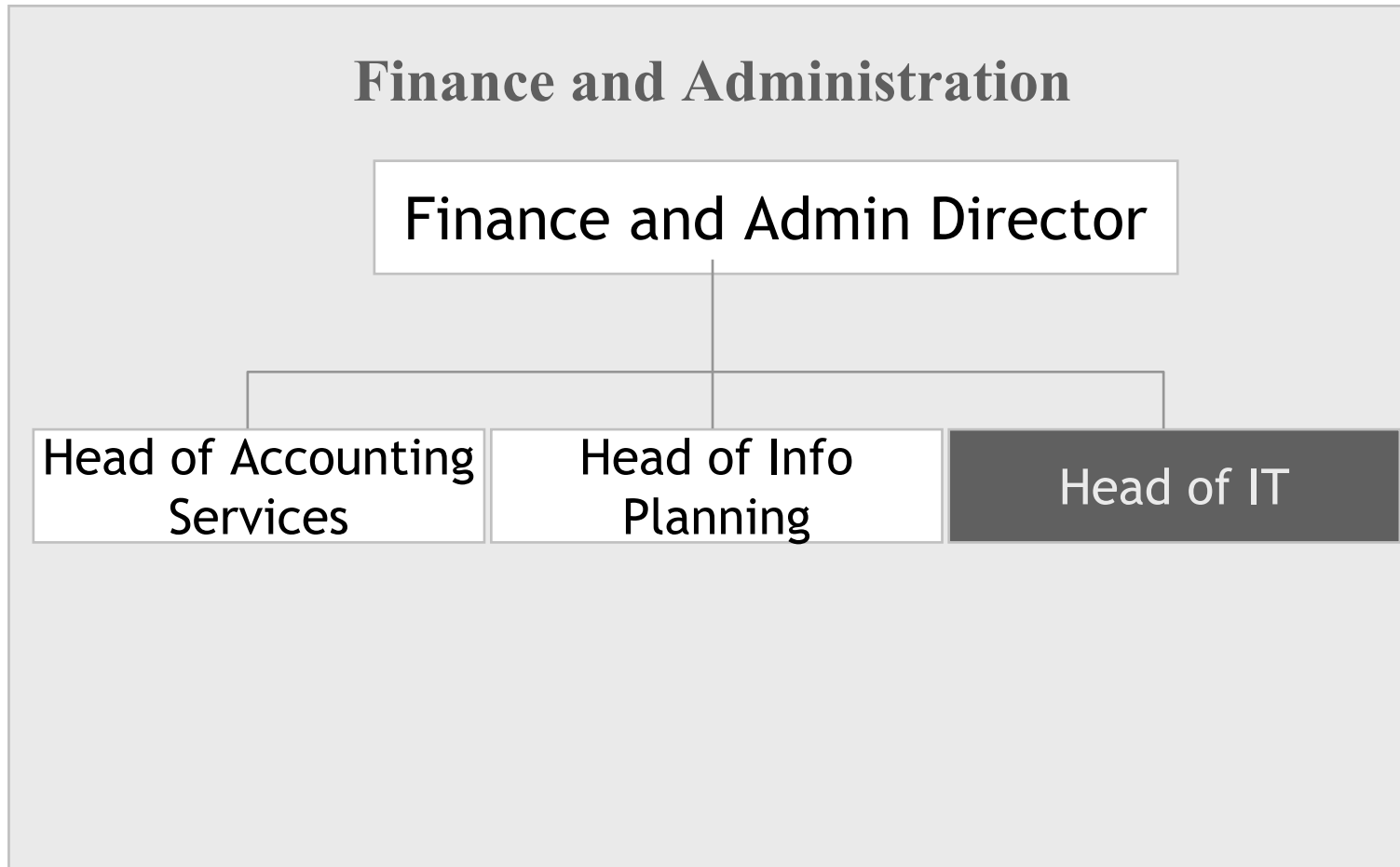
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THE OPERATIONAL GRID – SERVICE PROVIDERS



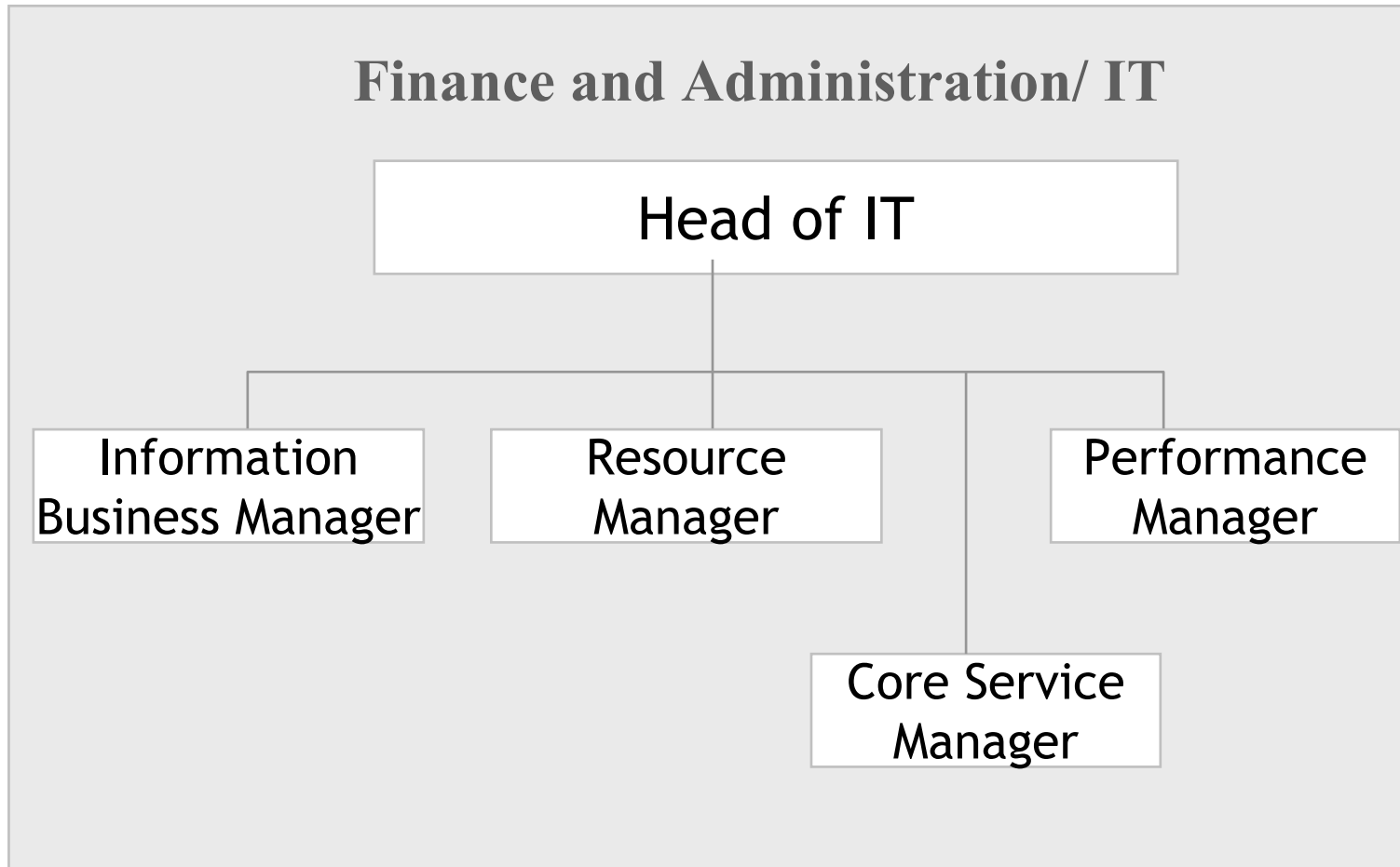
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THE OPERATIONAL GRID – SERVICE PROVIDERS



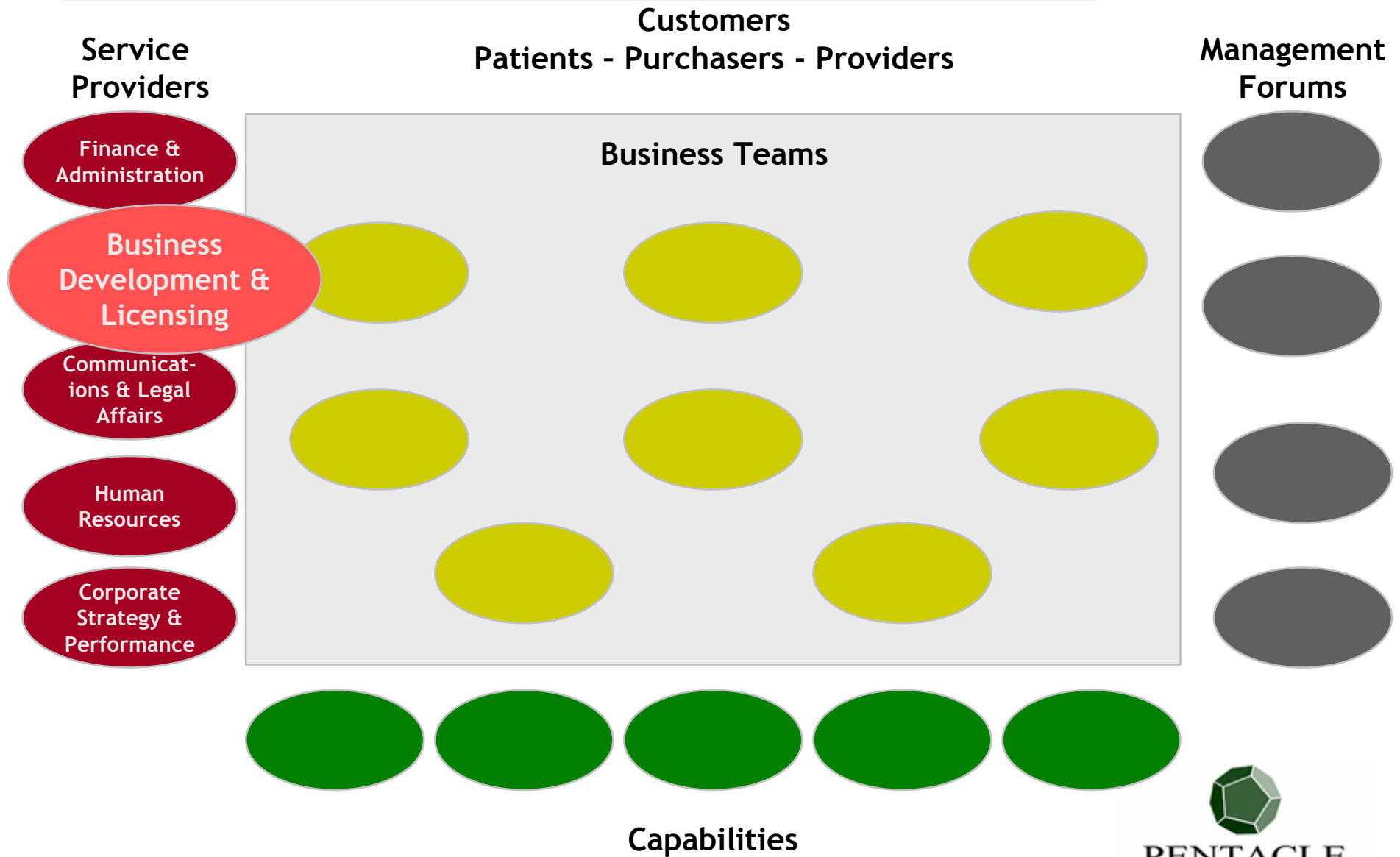
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THE OPERATIONAL GRID – SERVICE PROVIDERS



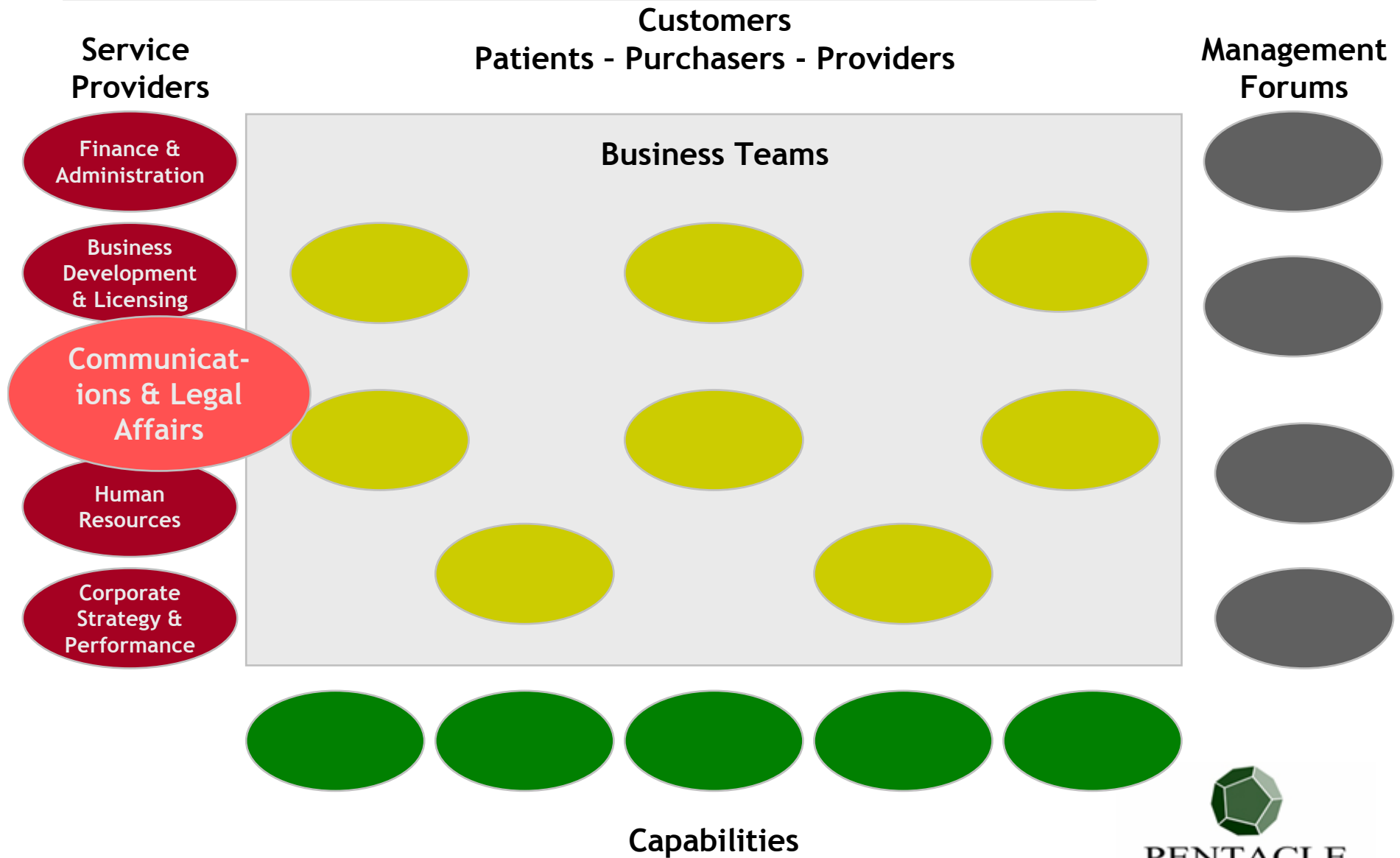
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THE OPERATIONAL GRID – Service Providers



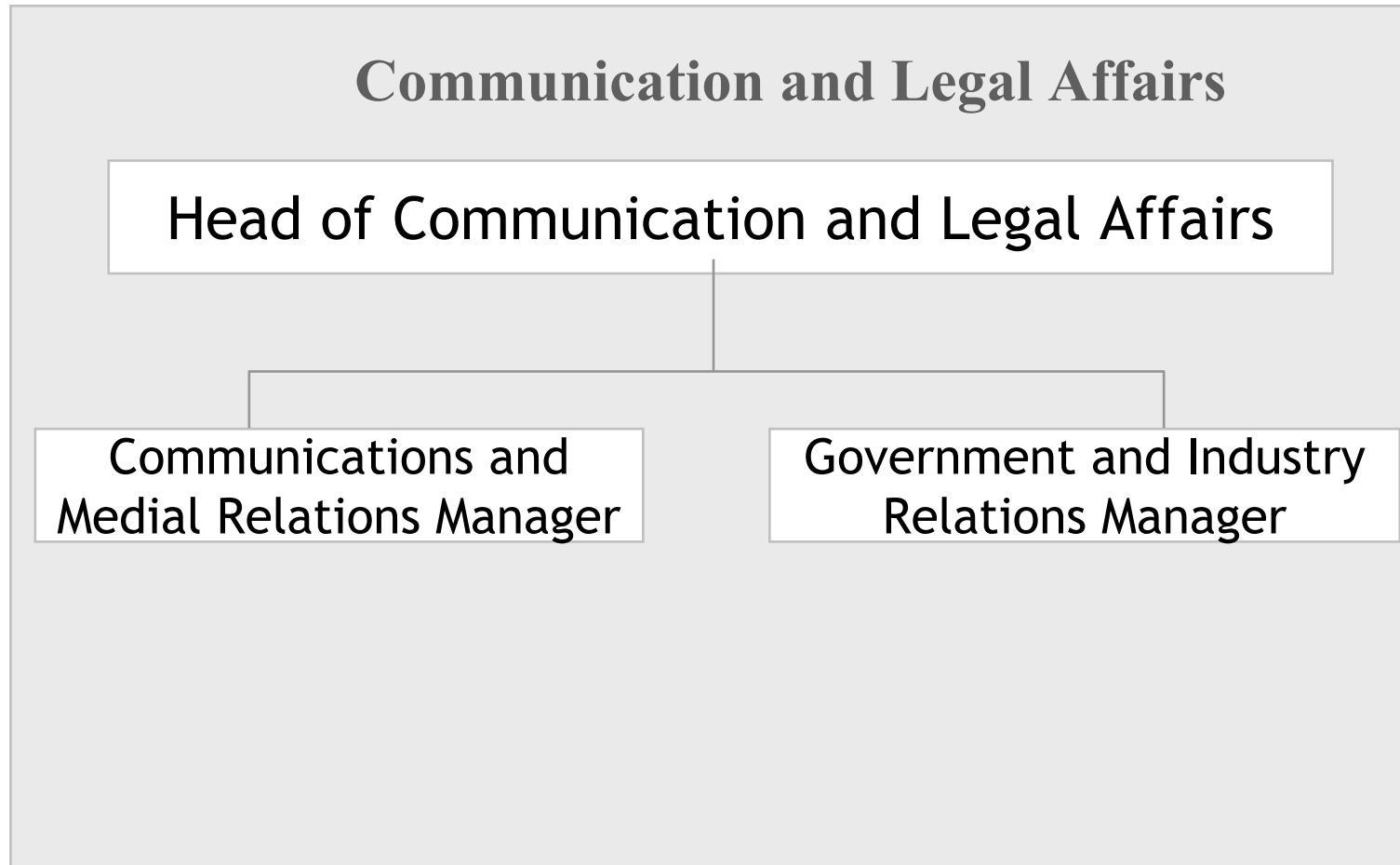
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THE OPERATIONAL GRID – Service Providers



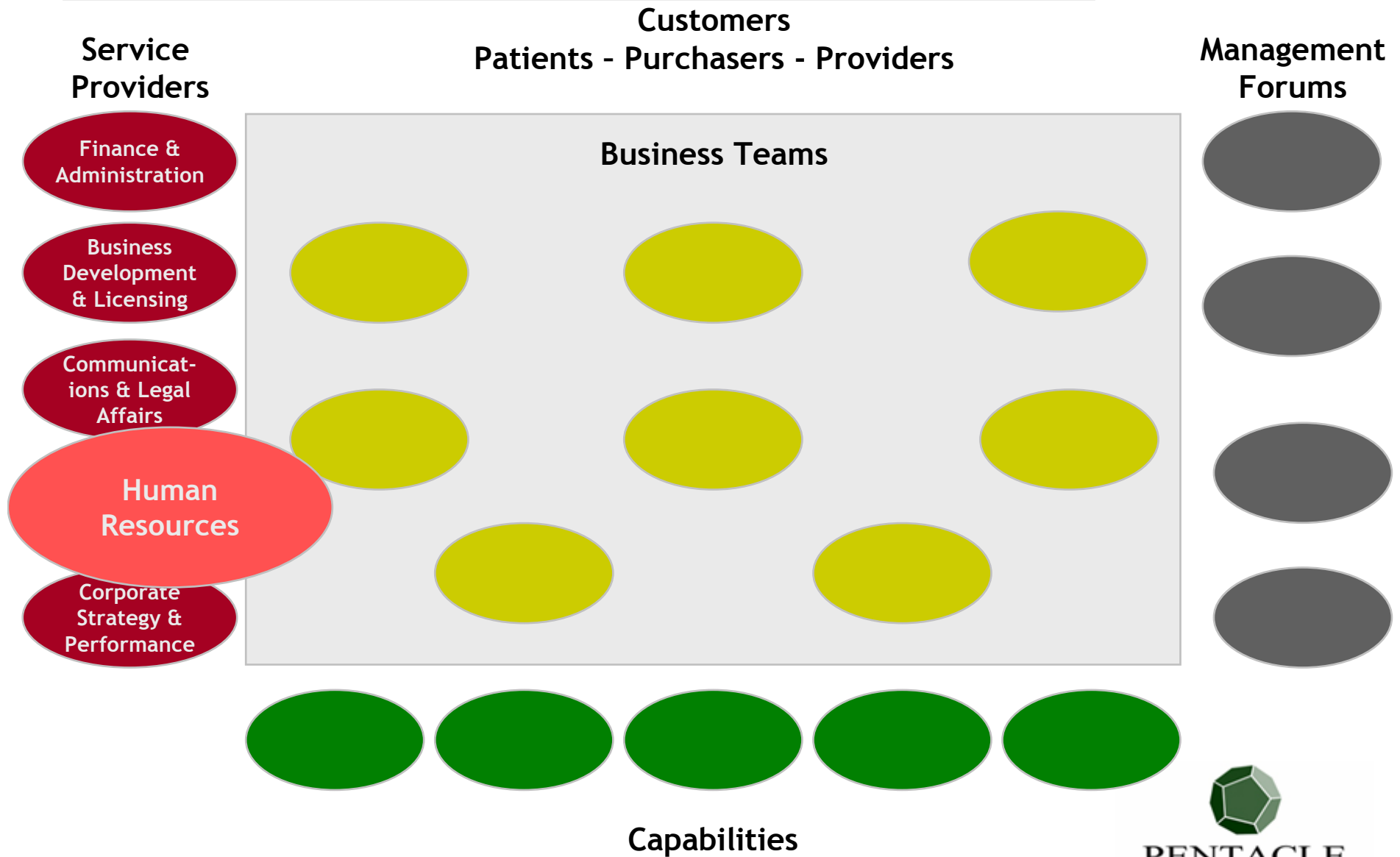
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THE OPERATIONAL GRID – SERVICE PROVIDERS



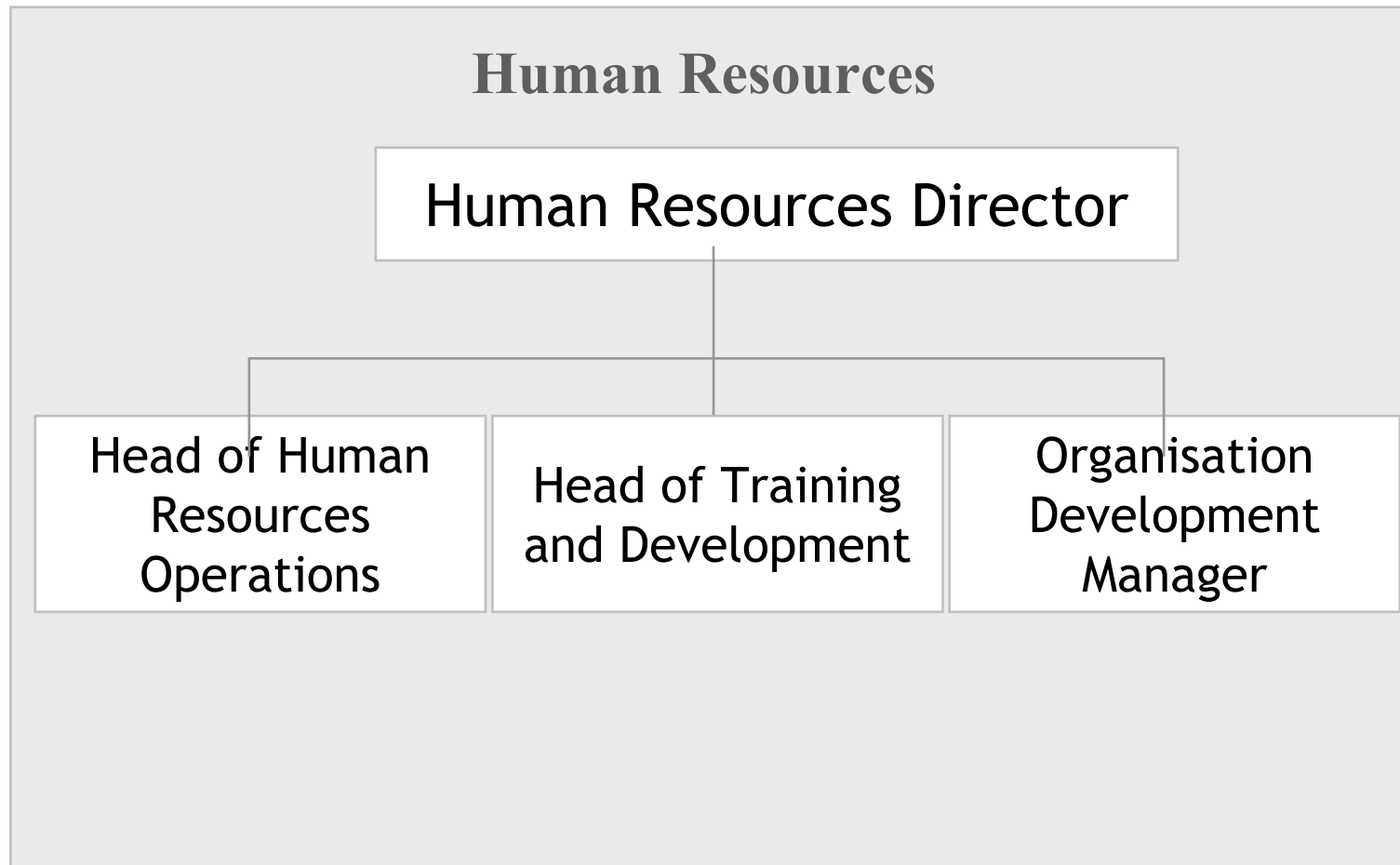
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THE OPERATIONAL GRID – Service Providers



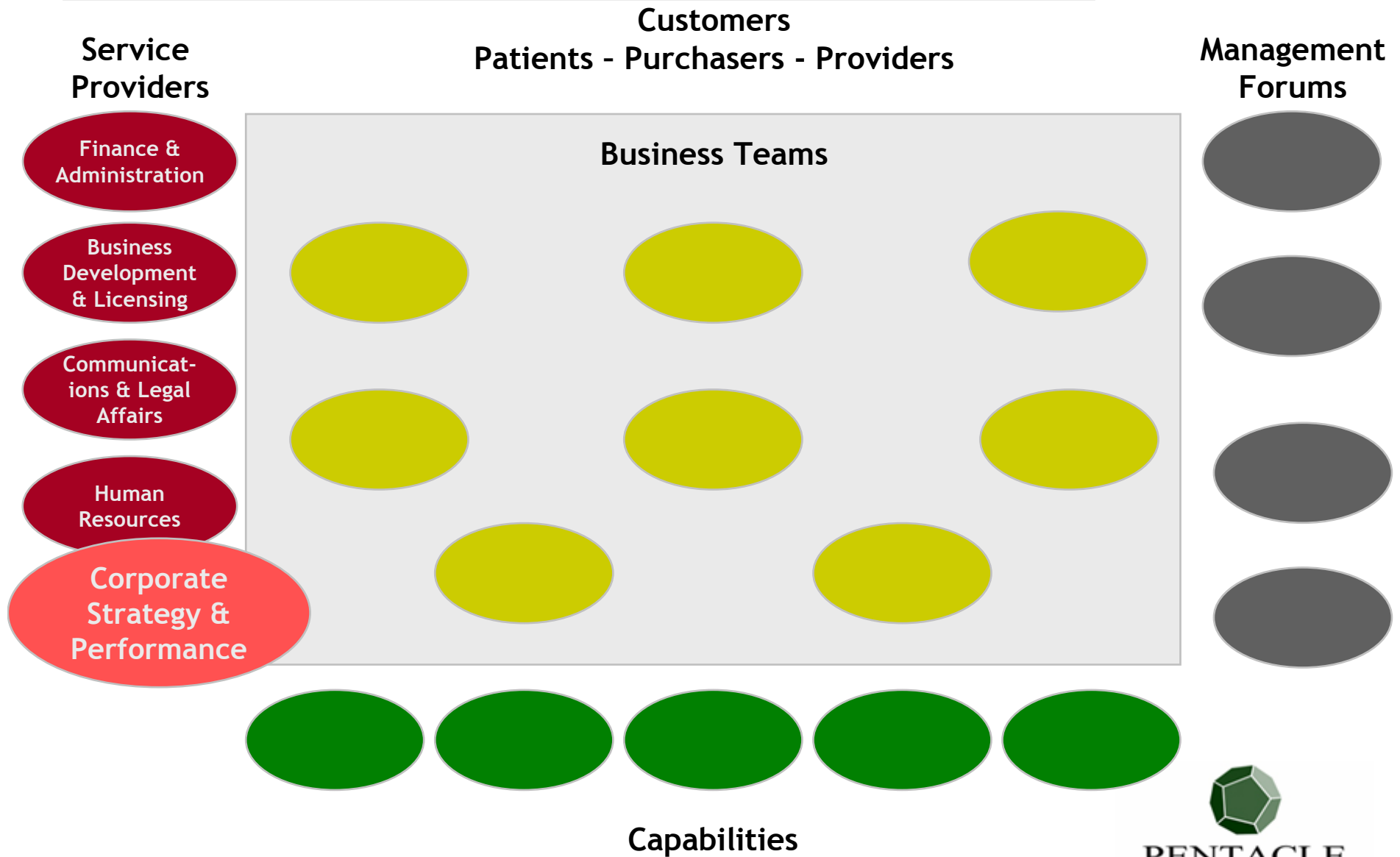
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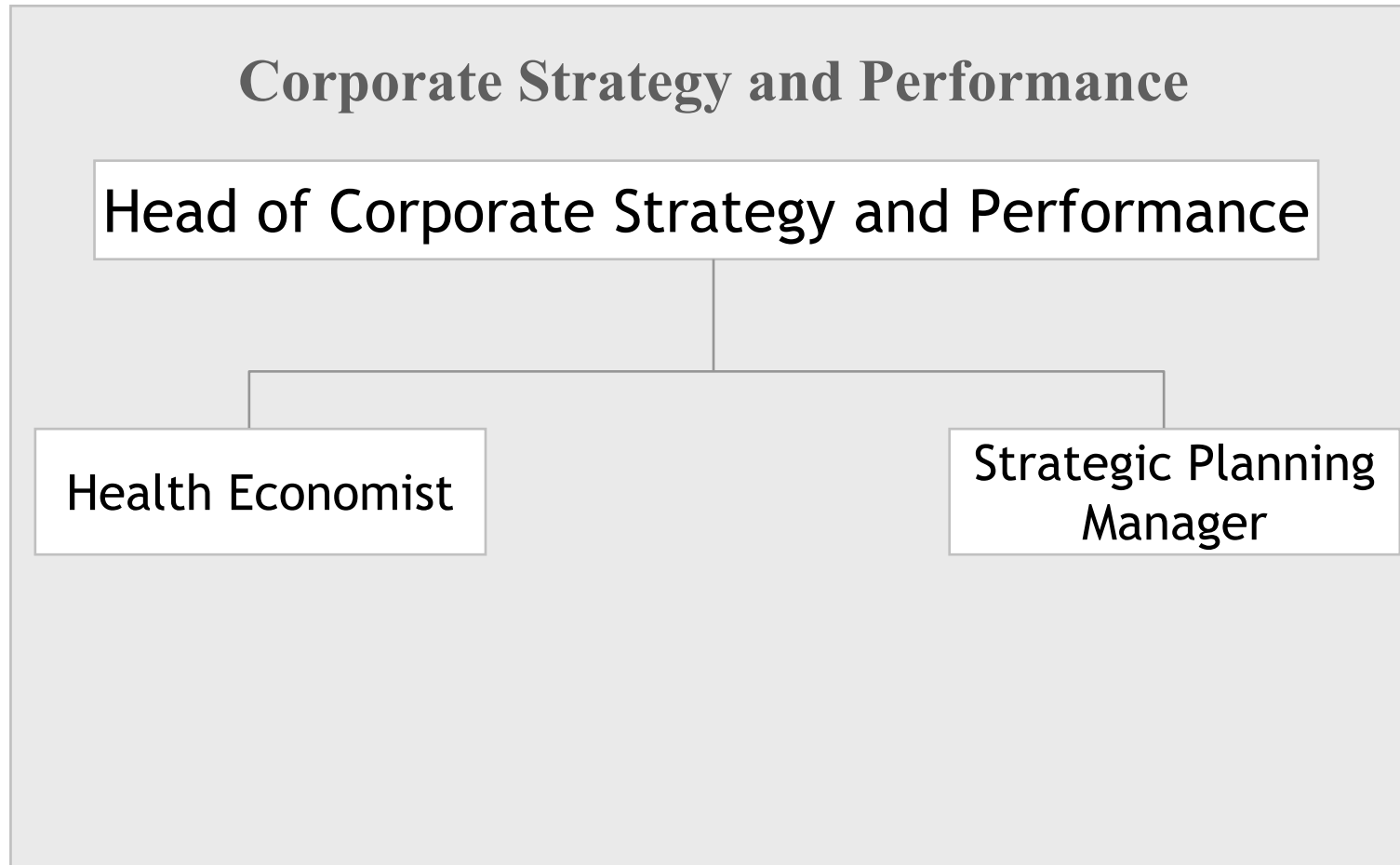
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THE OPERATIONAL GRID – Service Providers



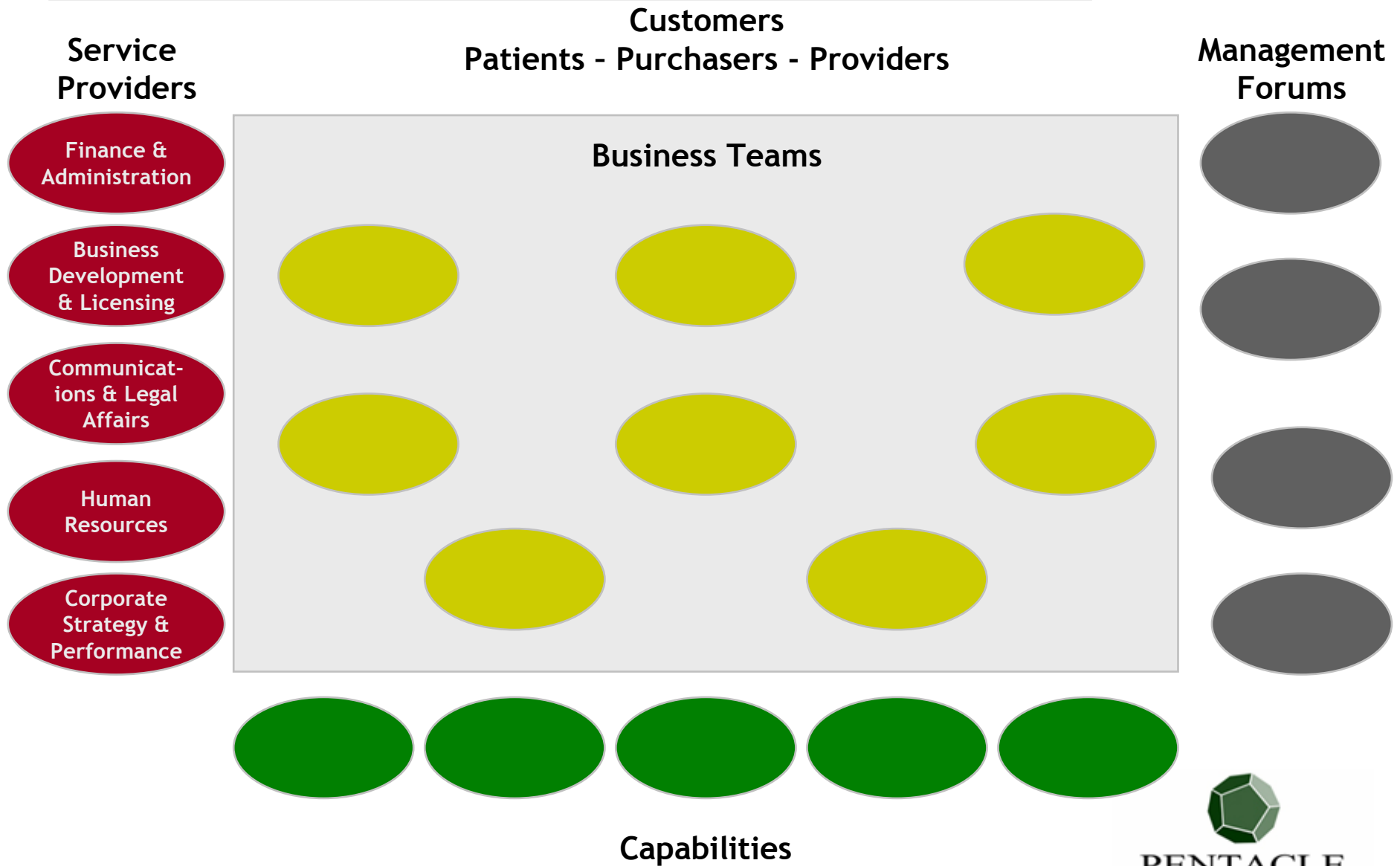
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THE OPERATIONAL GRID – SERVICE PROVIDERS



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THE OPERATIONAL GRID – Service Providers



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THE OPERATIONAL GRID – C A P A B I L I T I E S

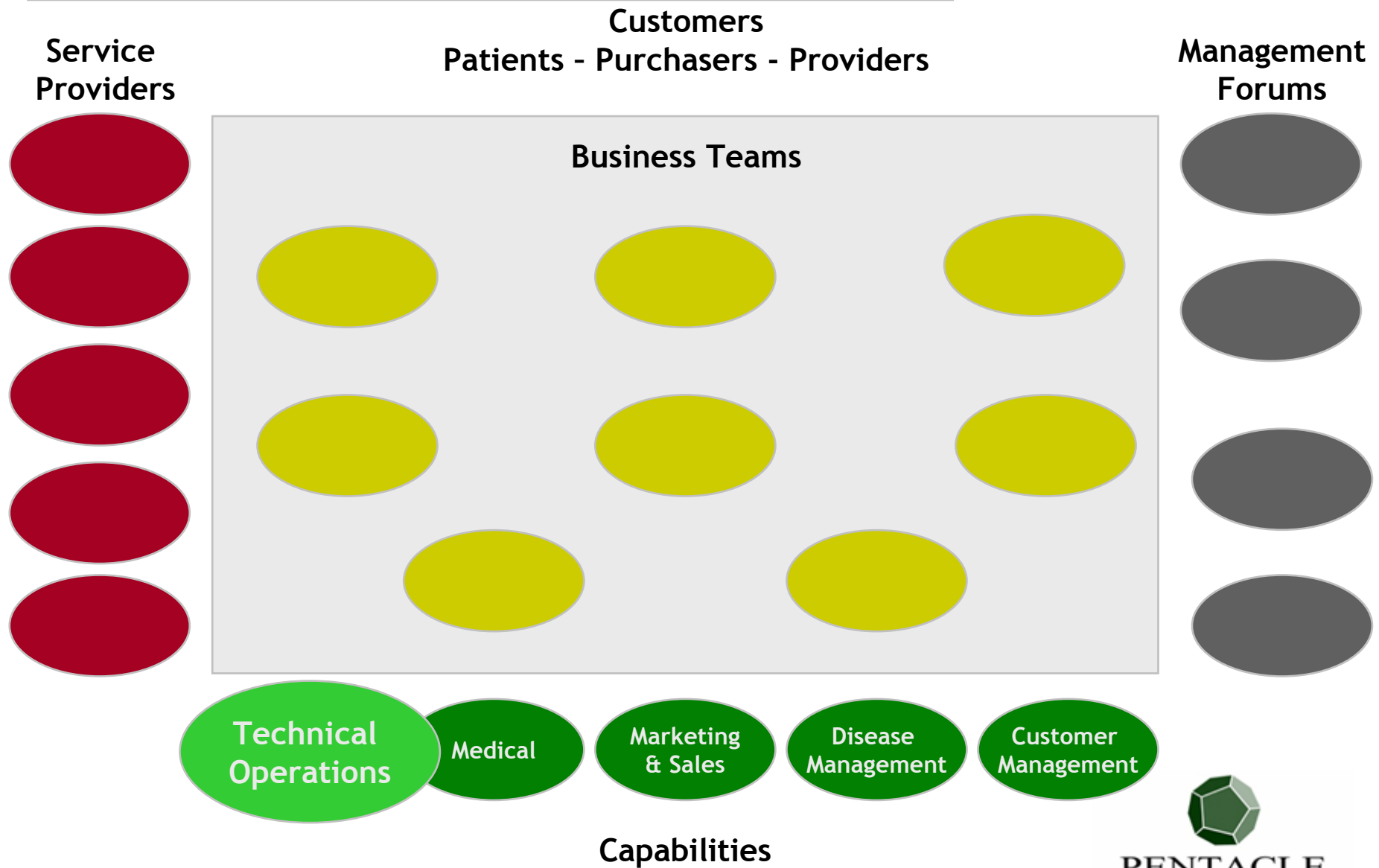


Providing the expert skills which are critical to the money making process of a Business Team and building the organisation's core competences



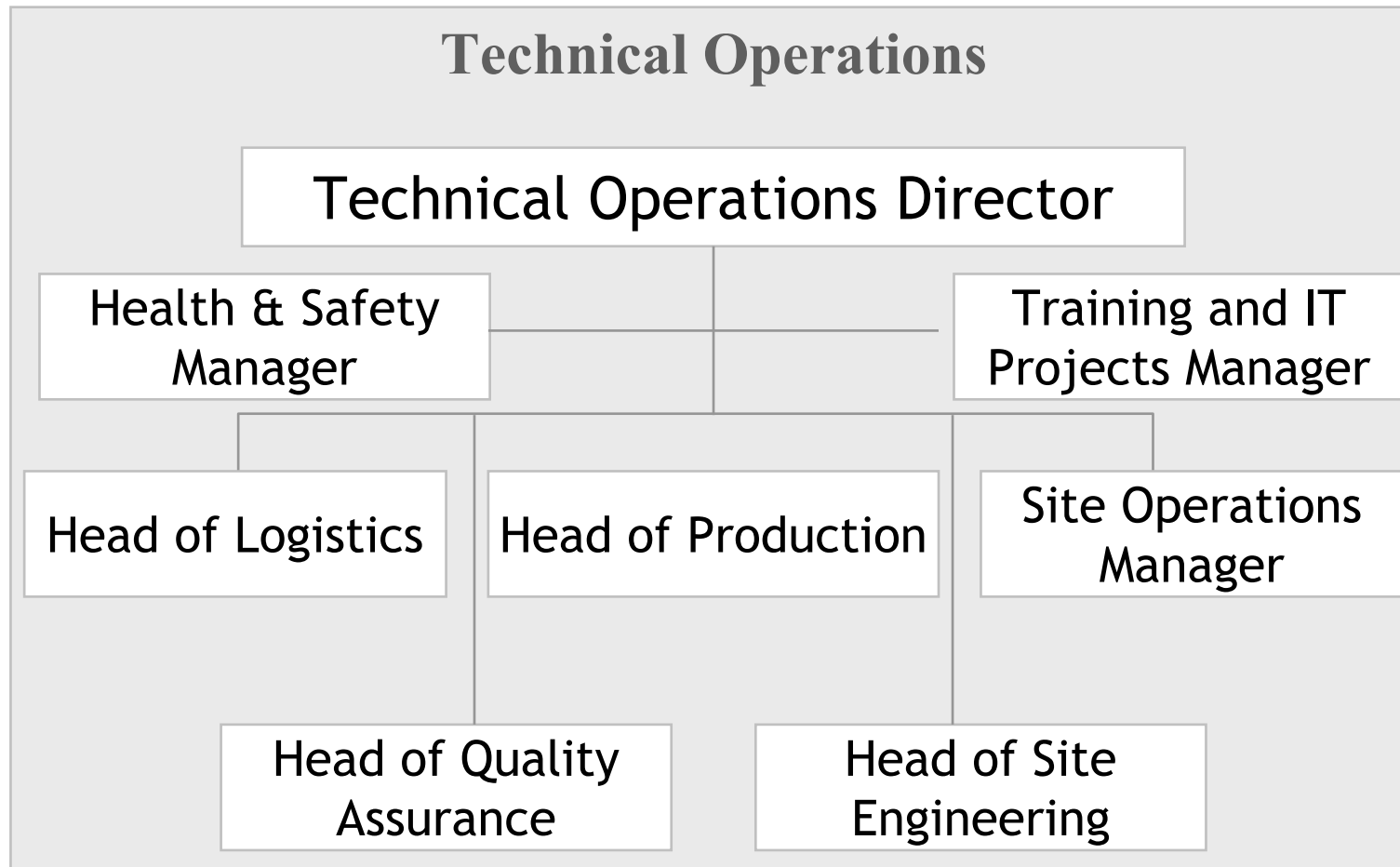
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THE OPERATIONAL GRID – Capabilities



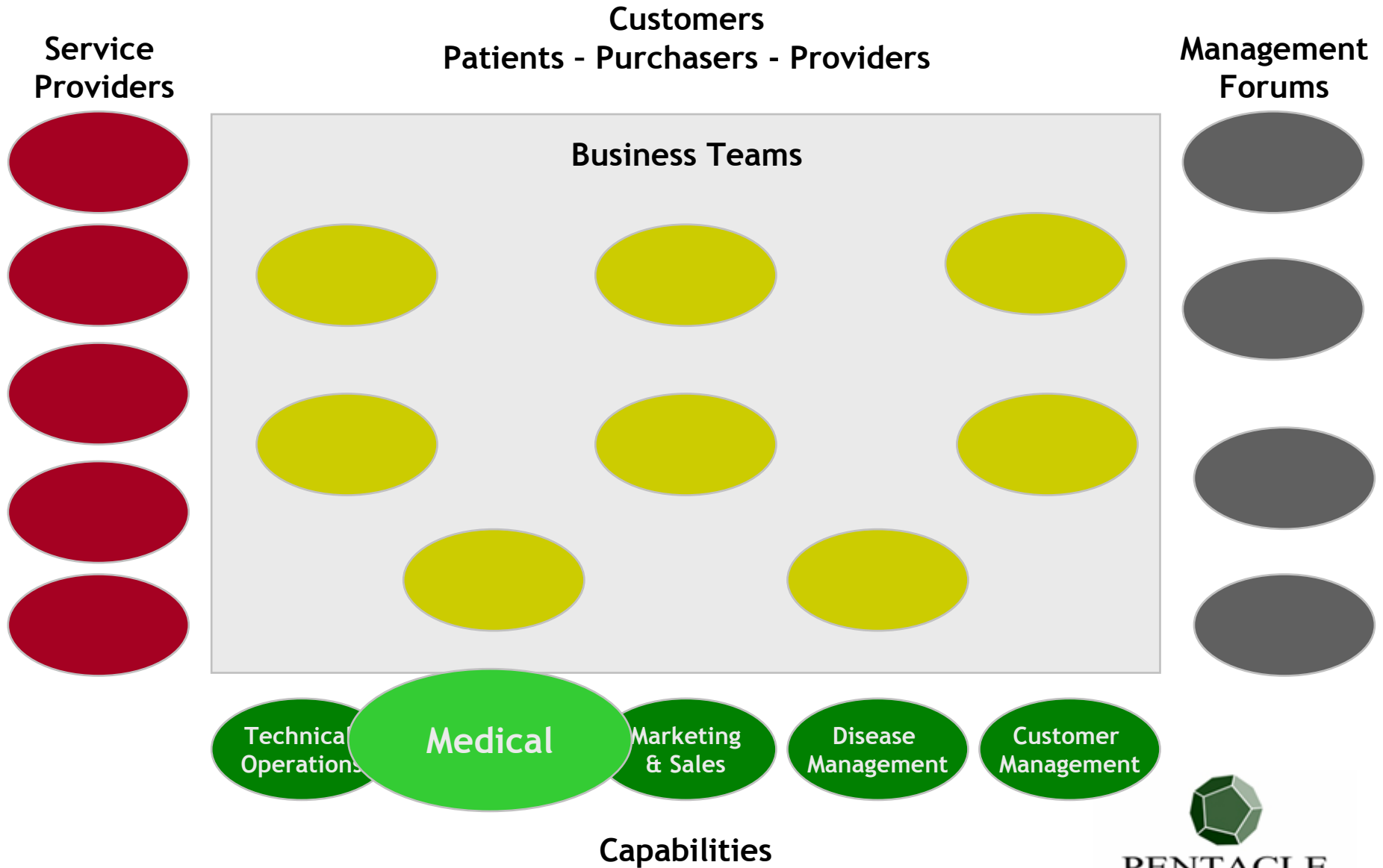
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THE OPERATIONAL GRID – CAPABILITIES



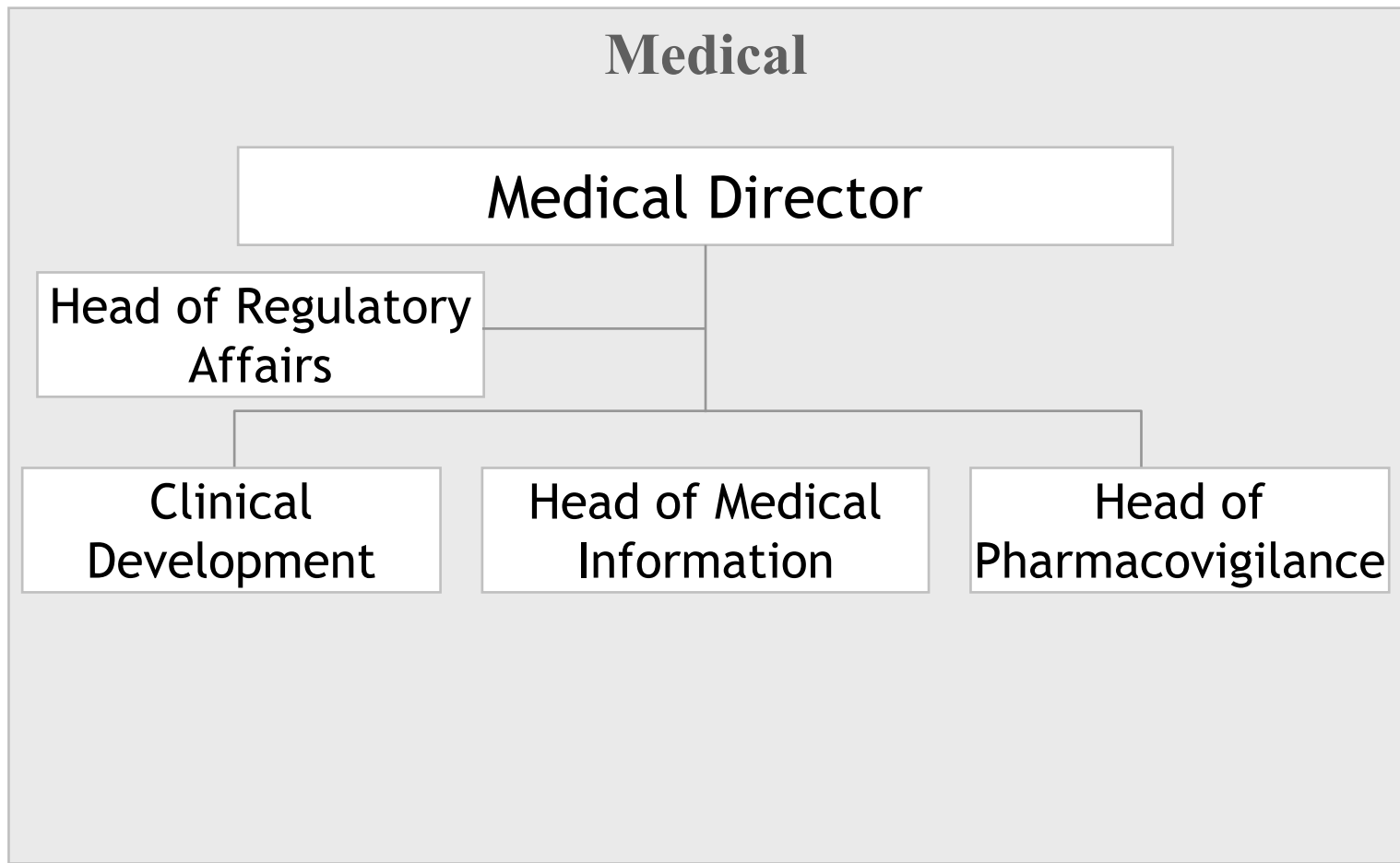
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THE OPERATIONAL GRID – Capabilities



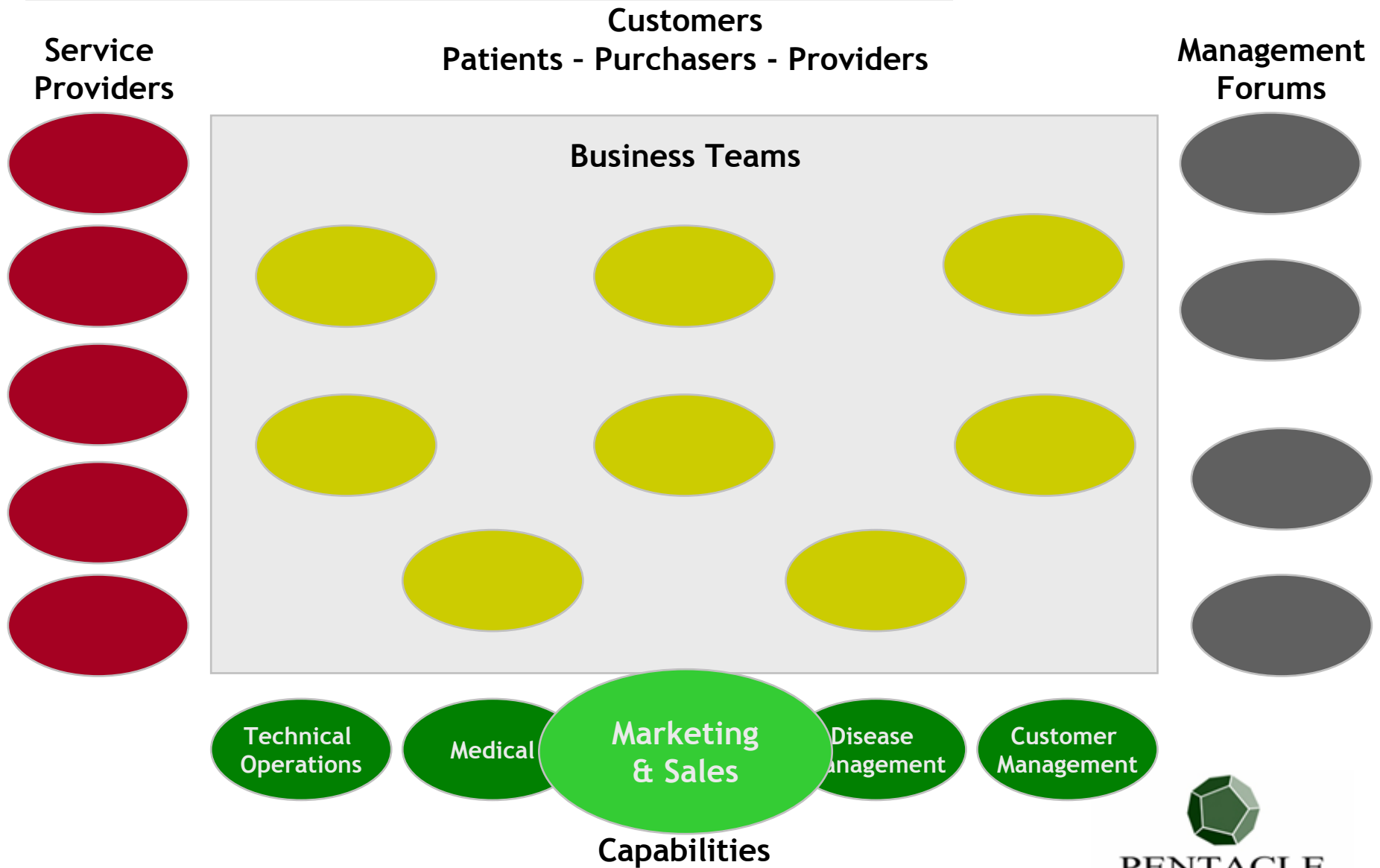
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THE OPERATIONAL GRID – CAPABILITIES



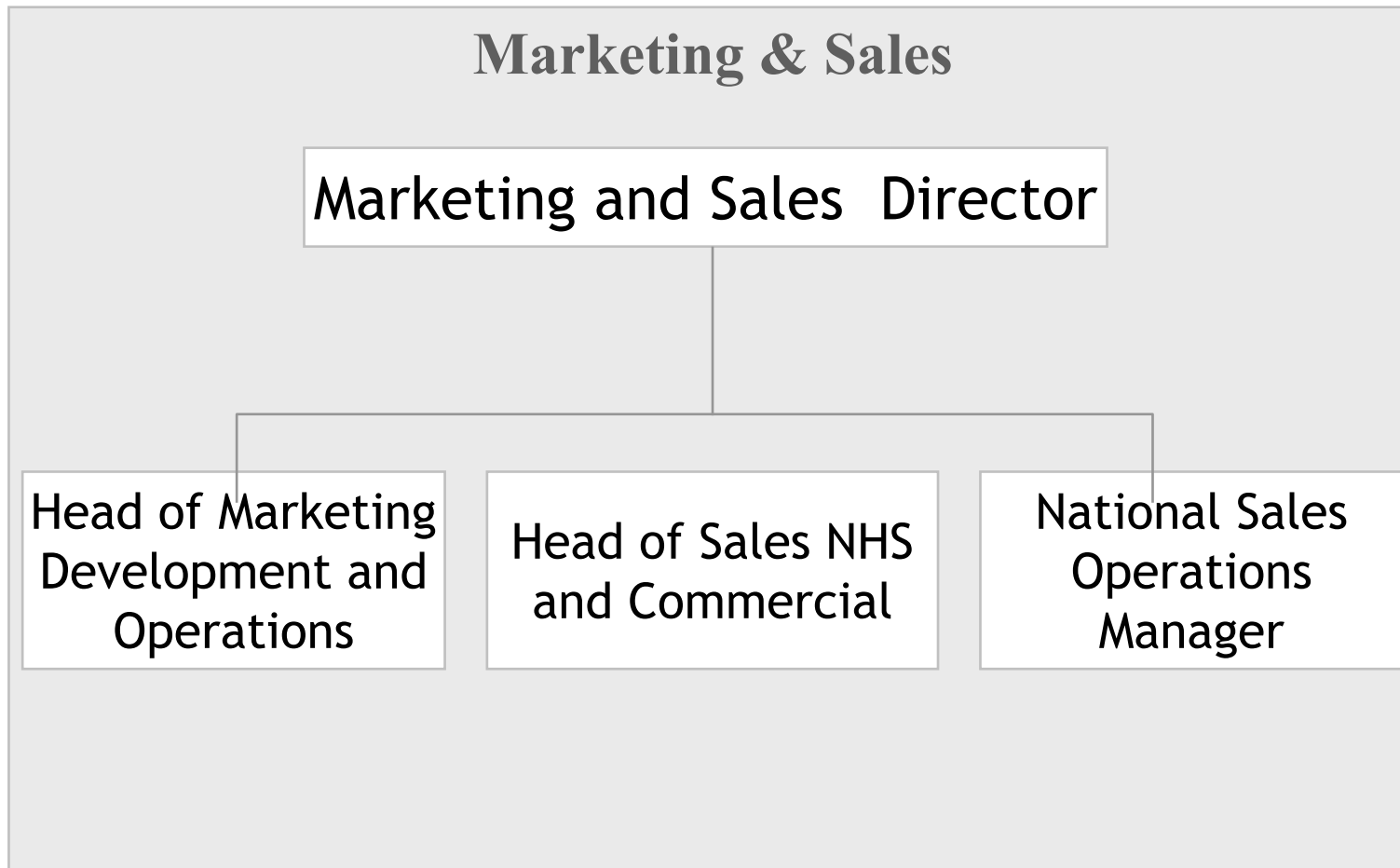
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THE OPERATIONAL GRID – Capabilities



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THE OPERATIONAL GRID – CAPABILITIES



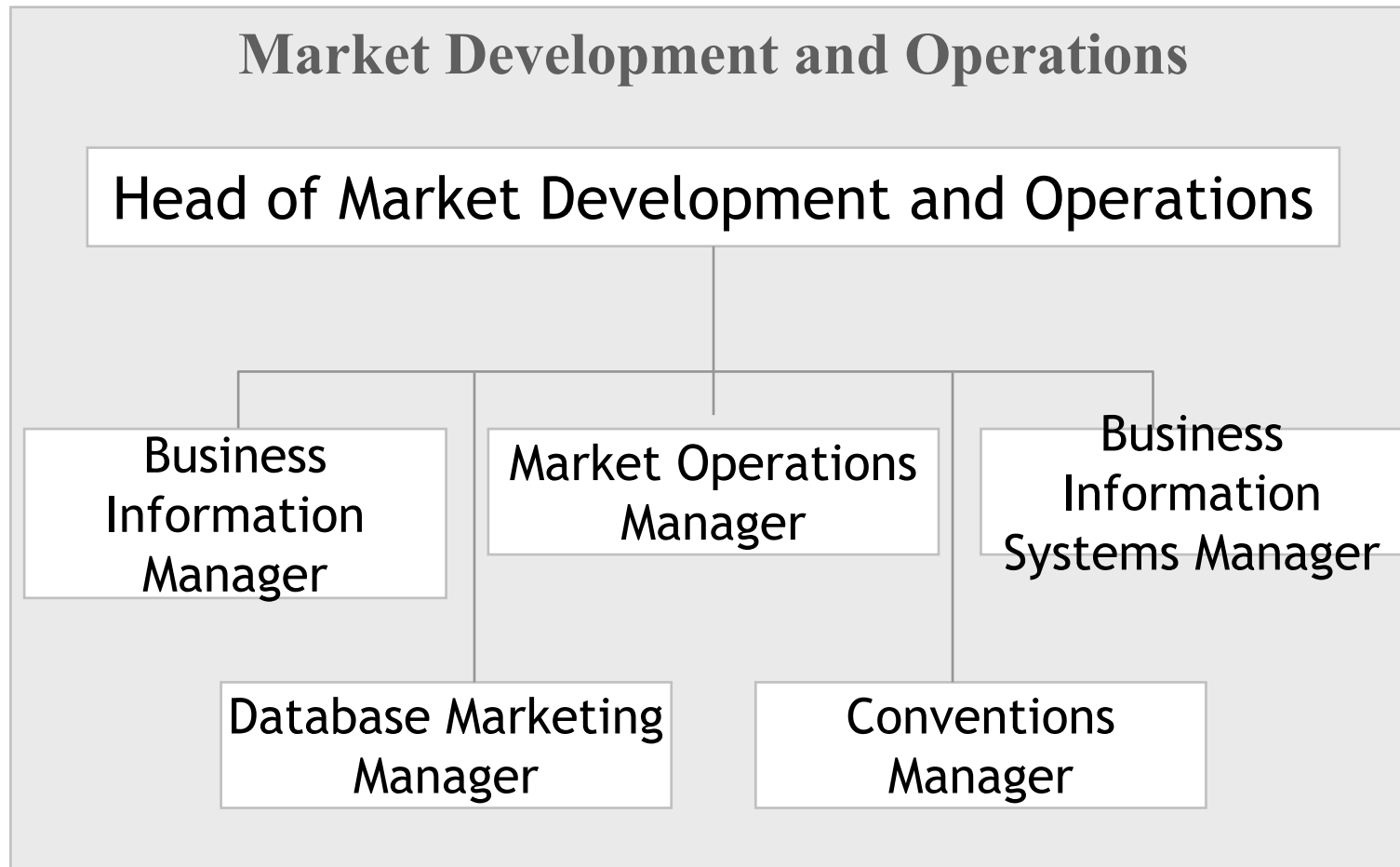
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THE OPERATIONAL GRID – CAPABILITIES



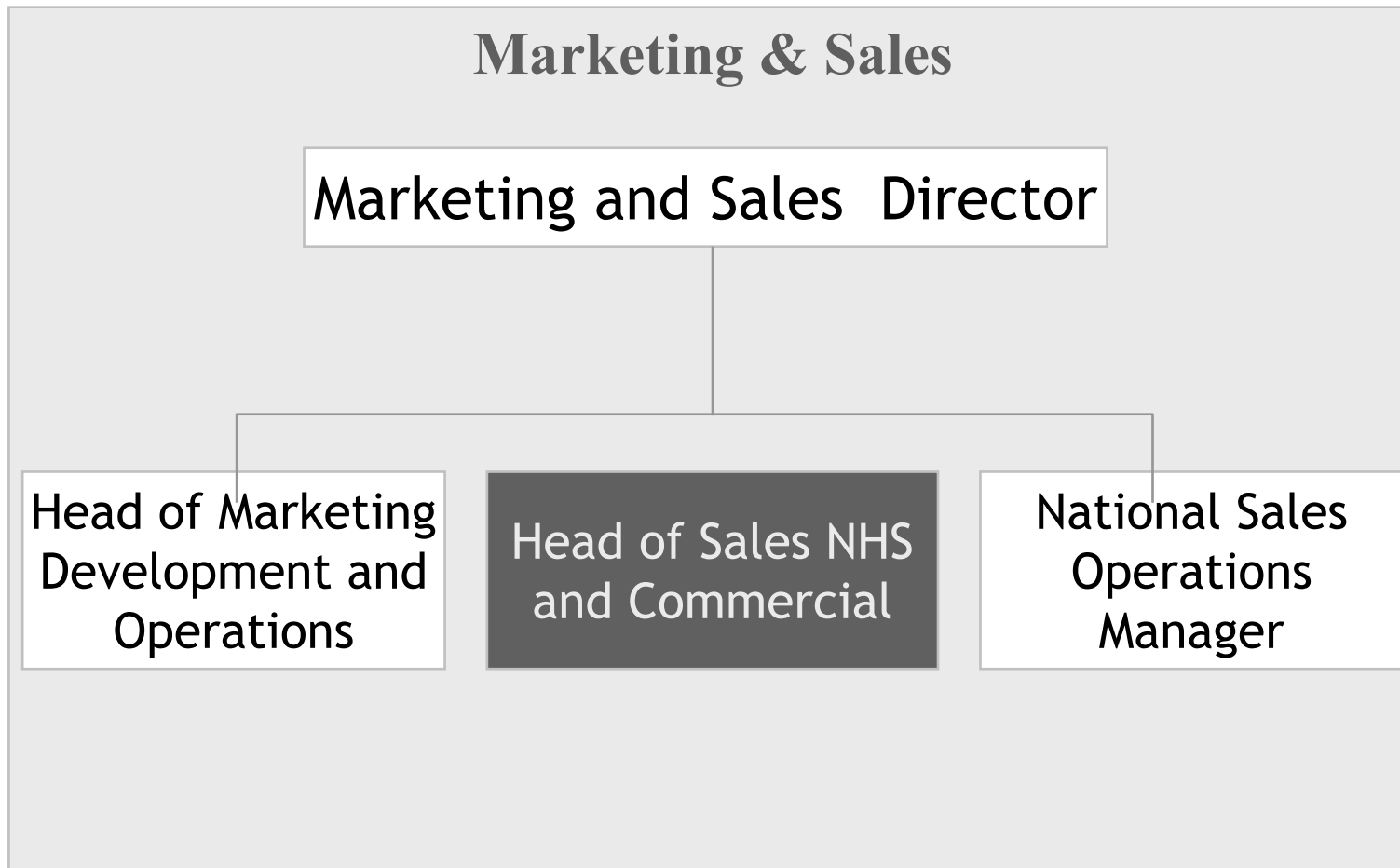
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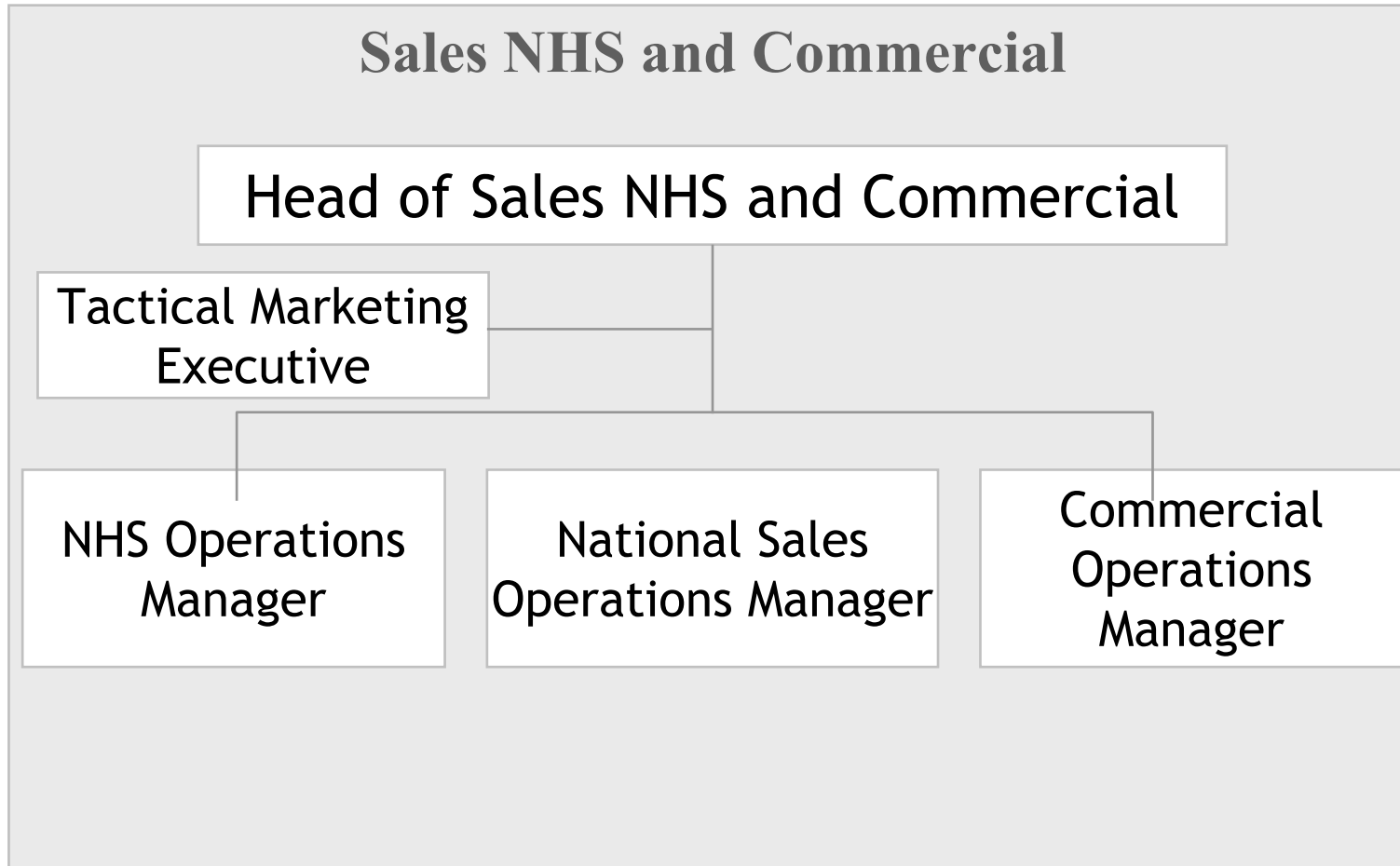
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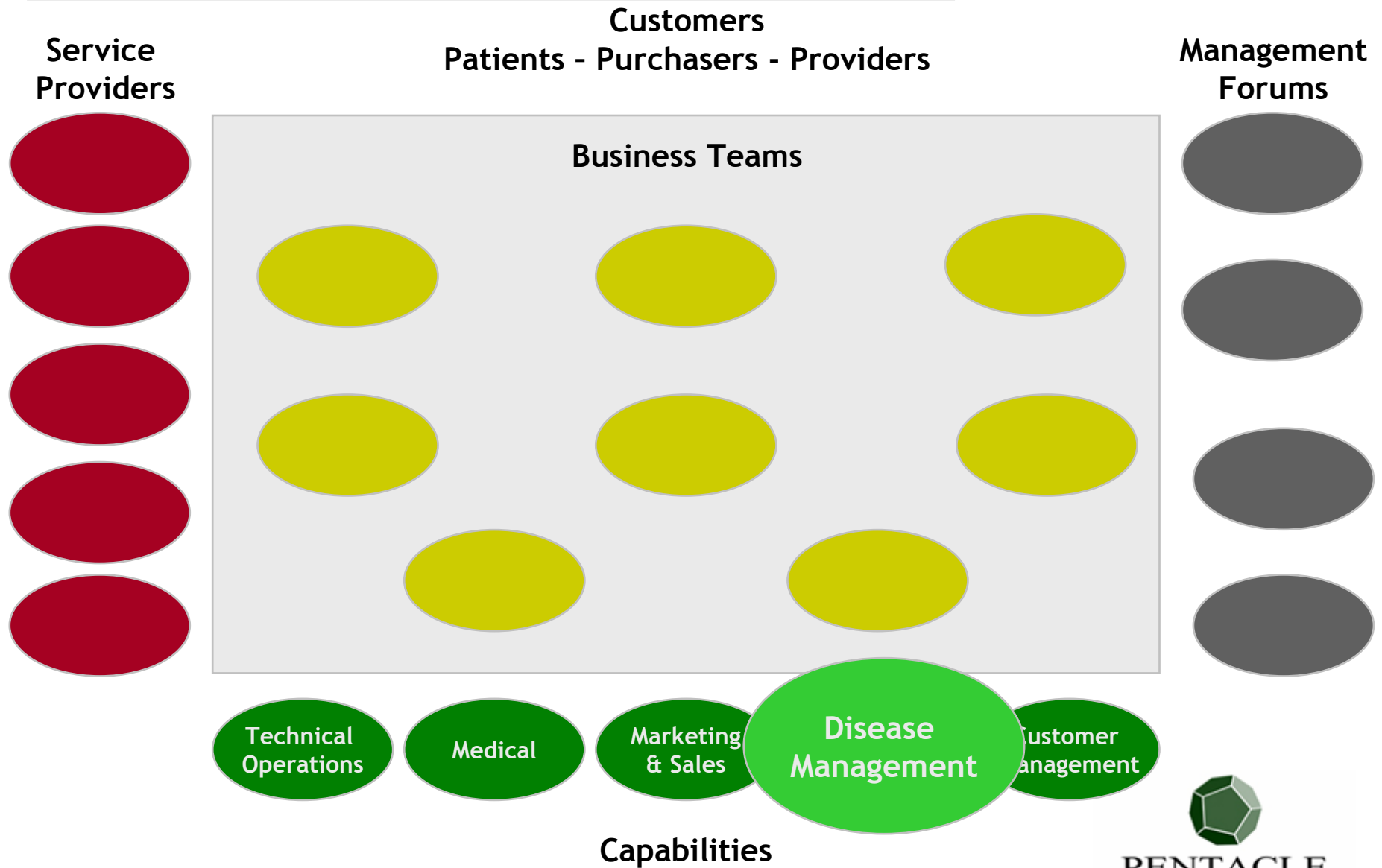
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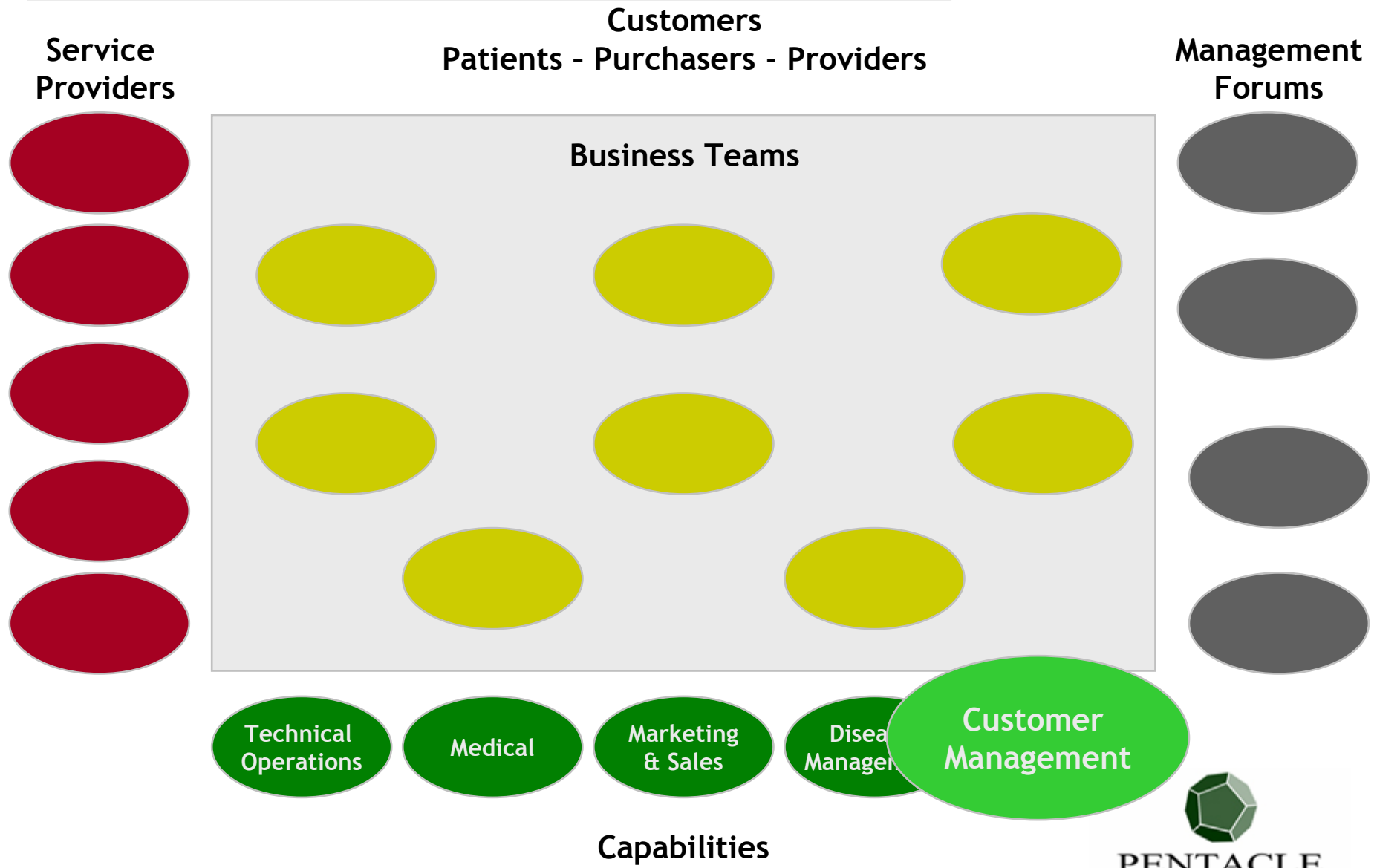
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THE OPERATIONAL GRID – Capabilities



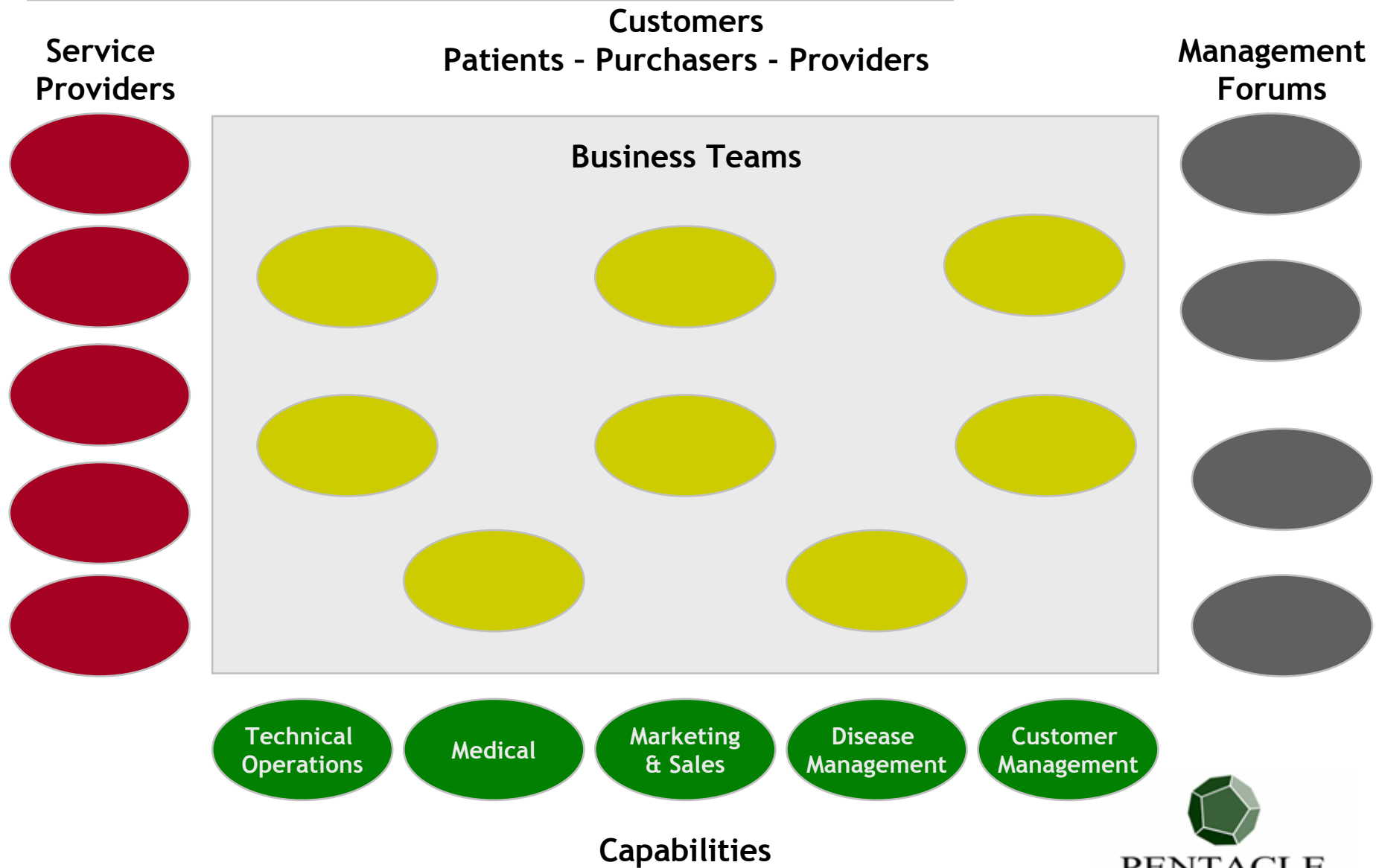
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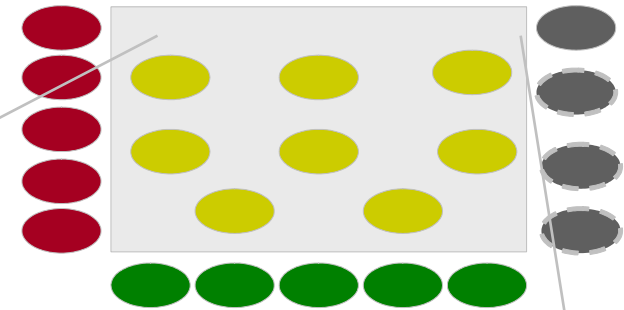
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THE OPERATIONAL GRID – Capabilities



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THE OPERATIONAL GRID – BUSINESS TEAMS



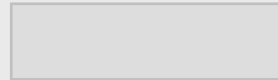
Driving the money making process for a particular customer or therapy area and accountable for optimising profitability



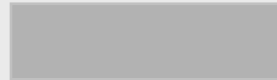
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MONEY MAKING PROCESS – TRADITIONAL FUNCTIONS

Understanding
Customers



Designing a
Proposition



Producing
a Product

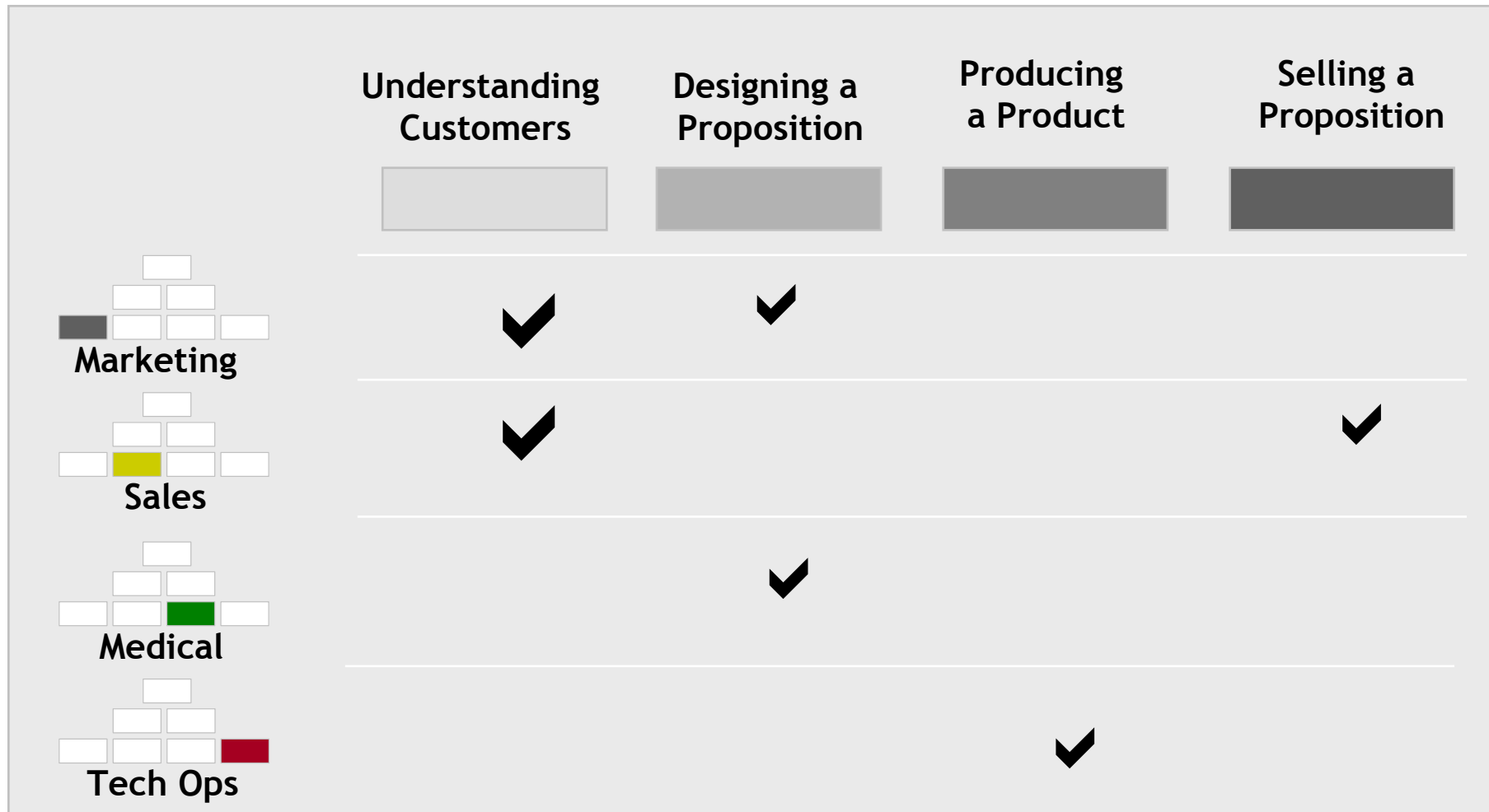


Selling a
Proposition



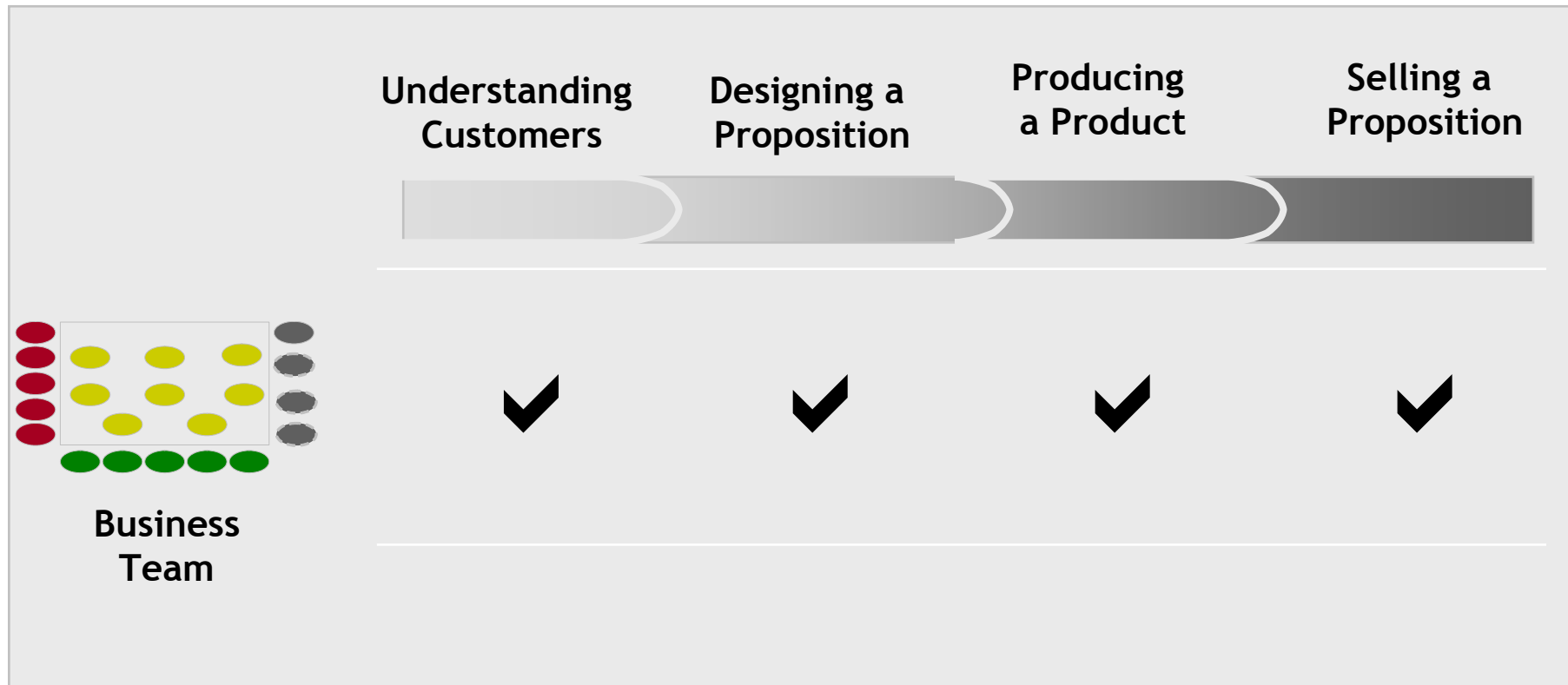
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MONEY MAKING PROCESS – TRADITIONAL FUNCTIONS



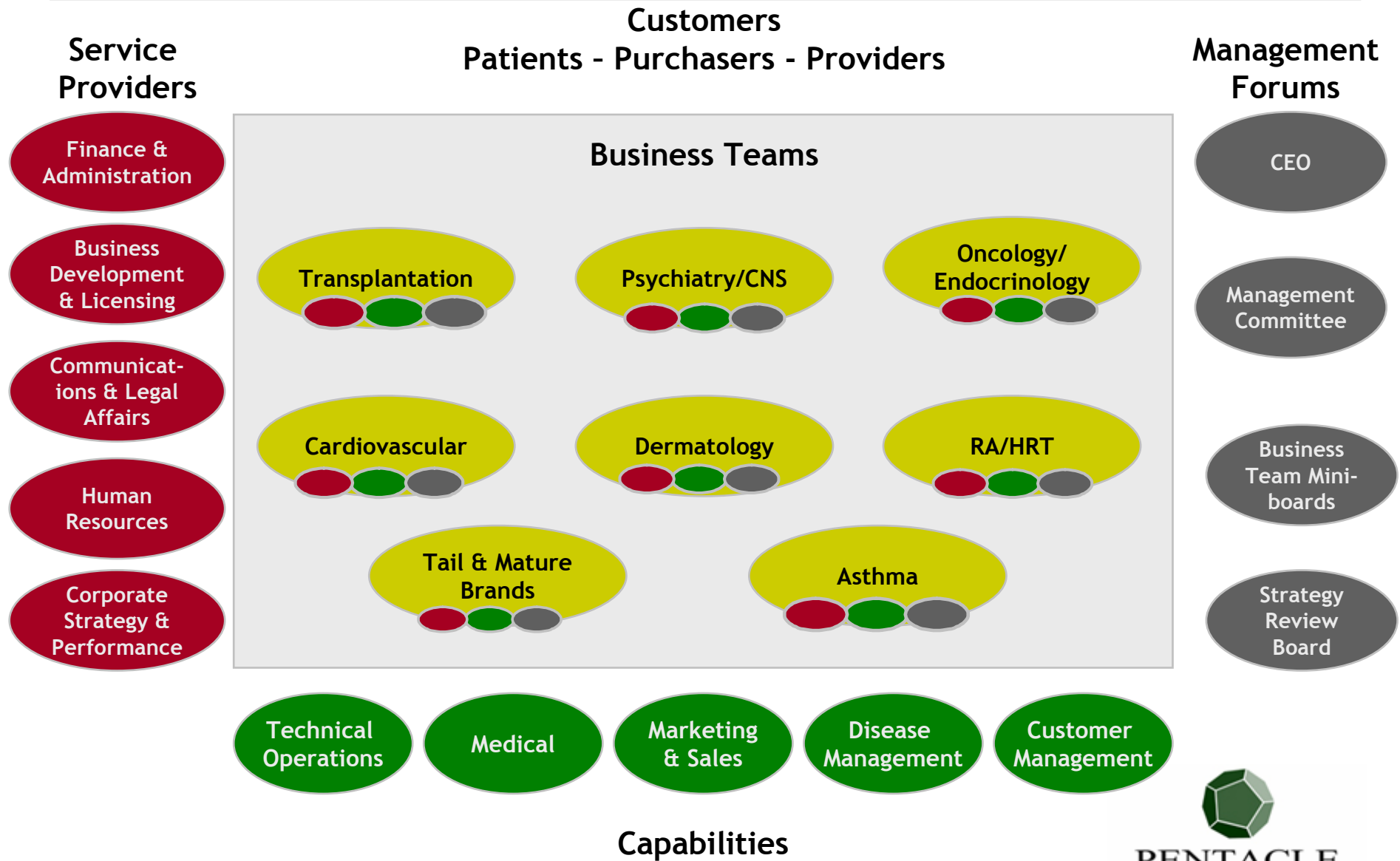
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MONEY MAKING – PROCESS NOT FUNCTION



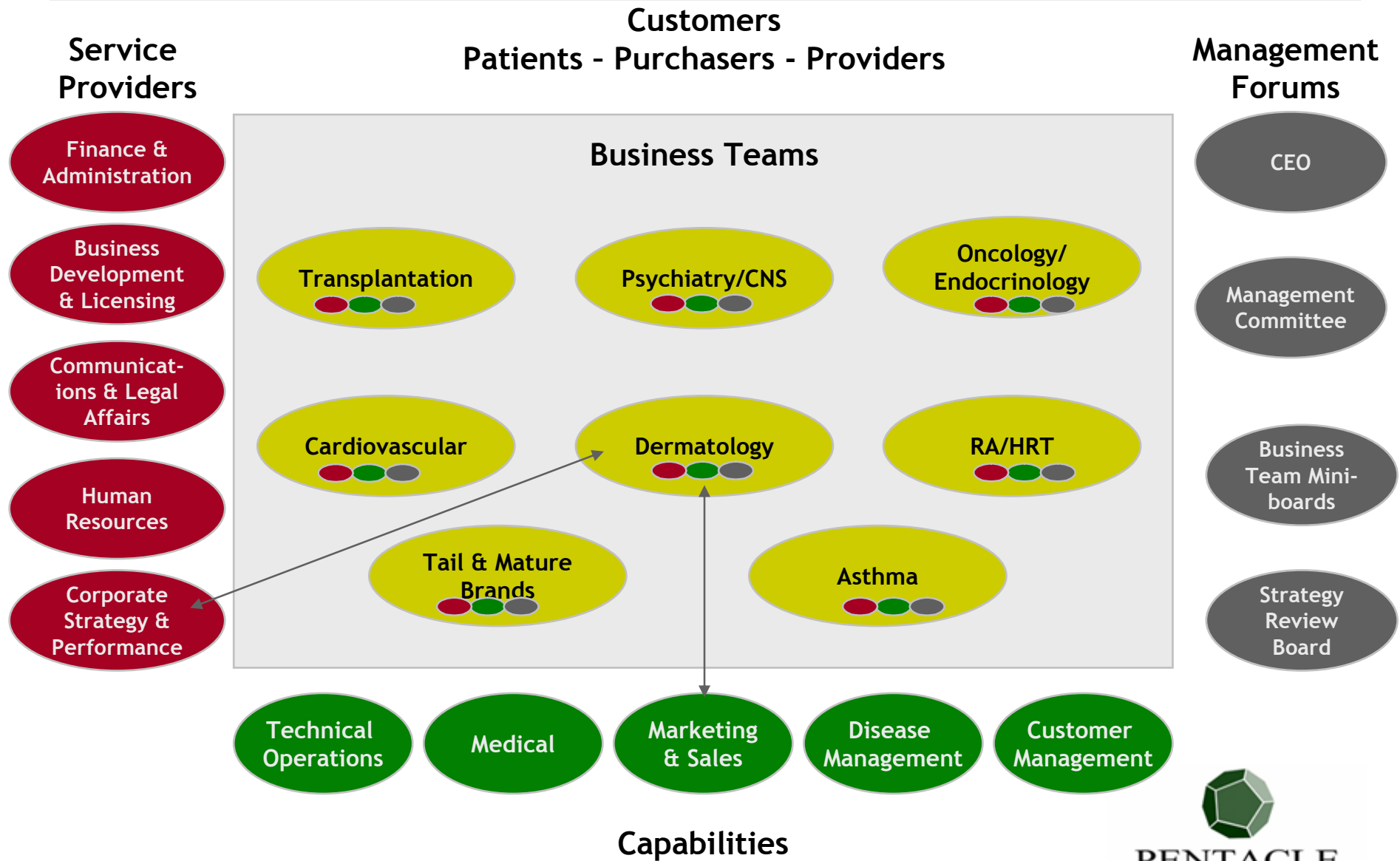
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THE OPERATIONAL GRID – ORGANISING FOR SUCCESS



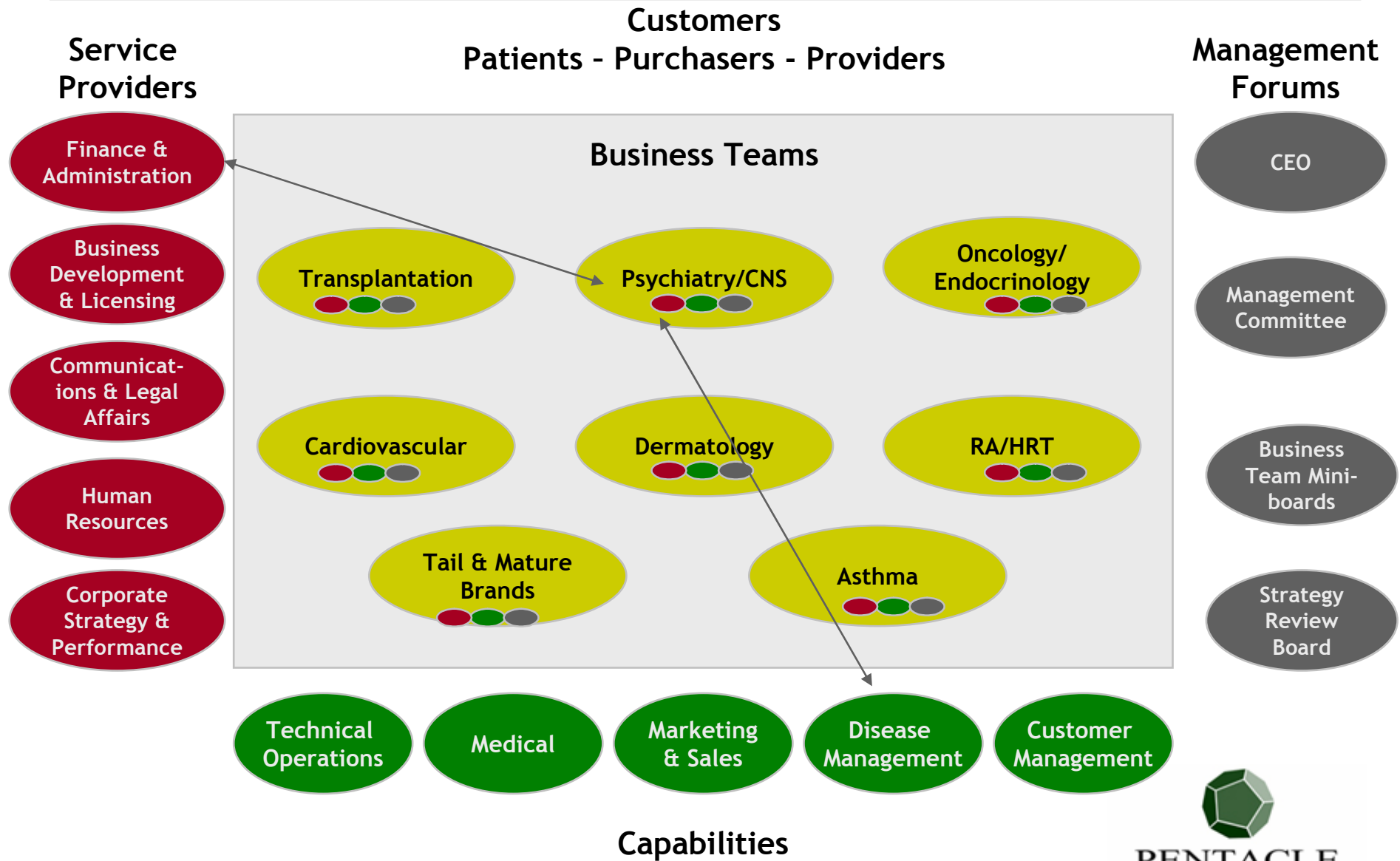
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THE OPERATIONAL GRID – ORGANISING FOR SUCCESS



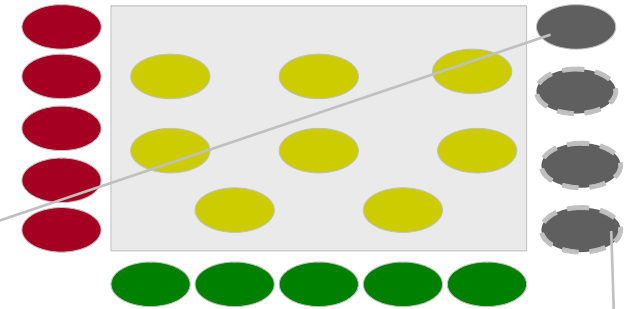
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THE OPERATIONAL GRID – ORGANISING FOR SUCCESS



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THE OPERATIONAL GRID – F O R U M S

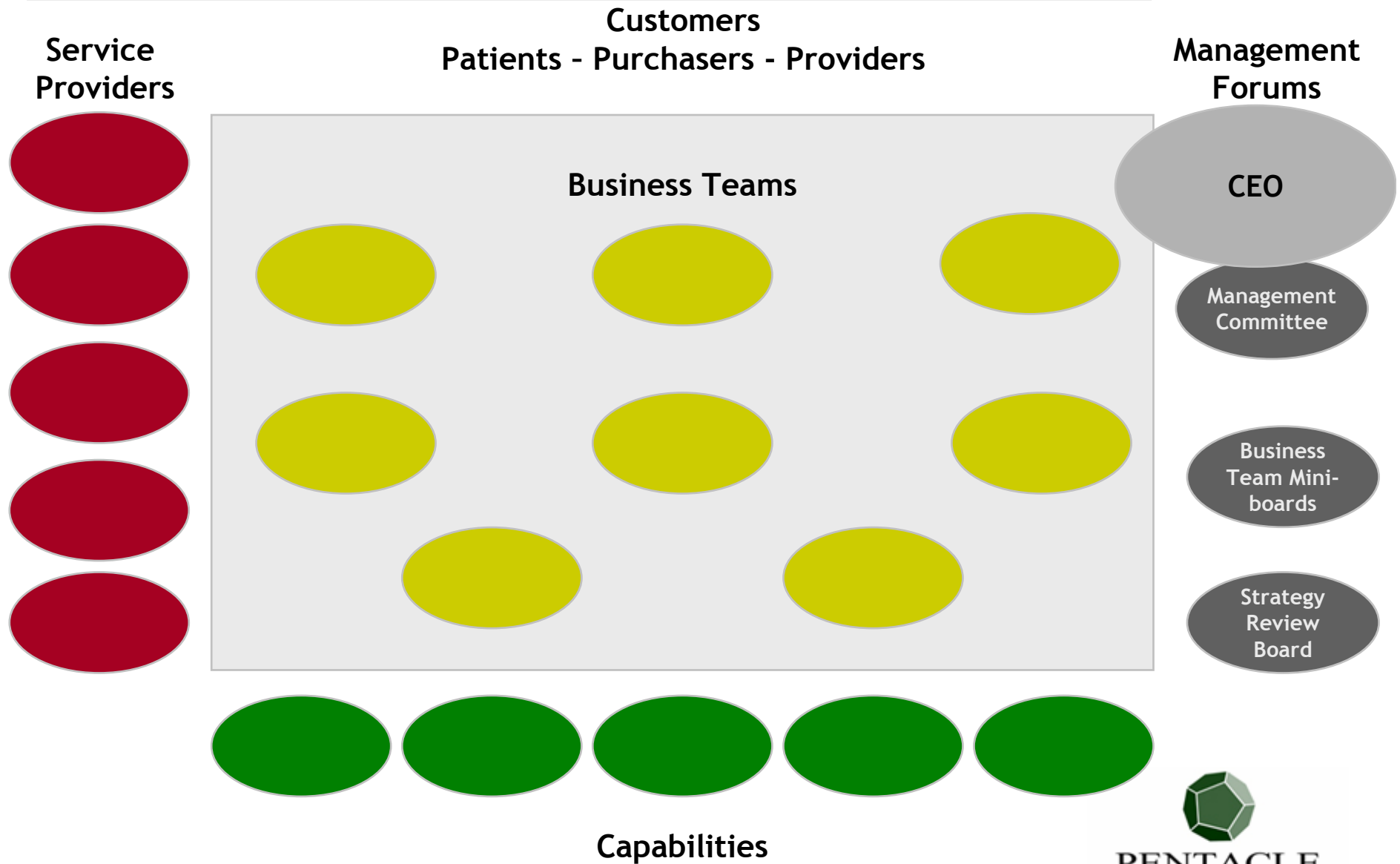


Providing strategy, leadership,
vision and culture as well as
internal coordination and
control



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THE OPERATIONAL GRID – Management Forums



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FORUM – THE OFFICE OF THE CEO

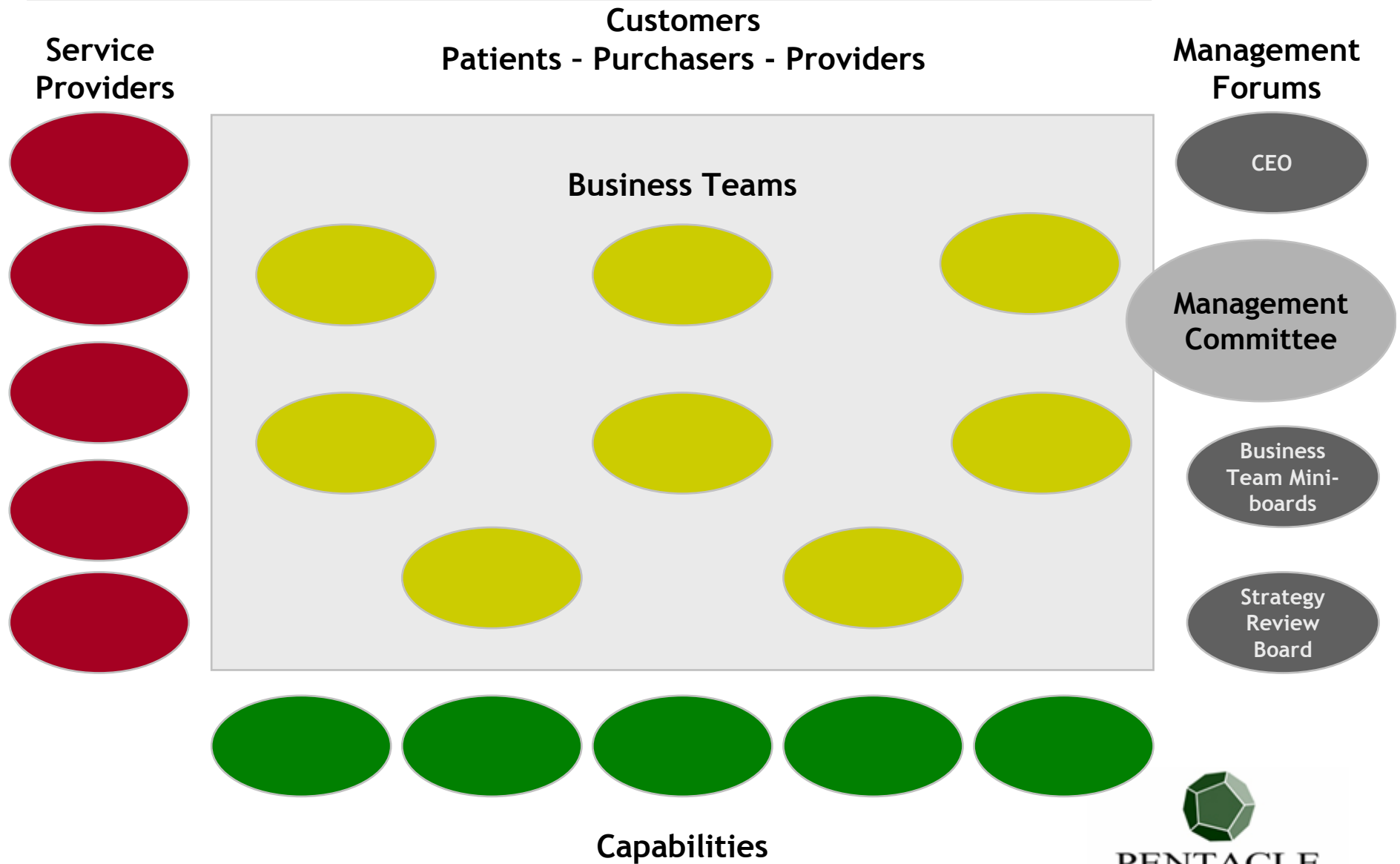
Role

Provide overall leadership and strategic direction
Preserve and environment aligned with the values
Chair the Management Committee and Strategy Review Board
Represent the organisation with key constituencies



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THE OPERATIONAL GRID – Management Forums



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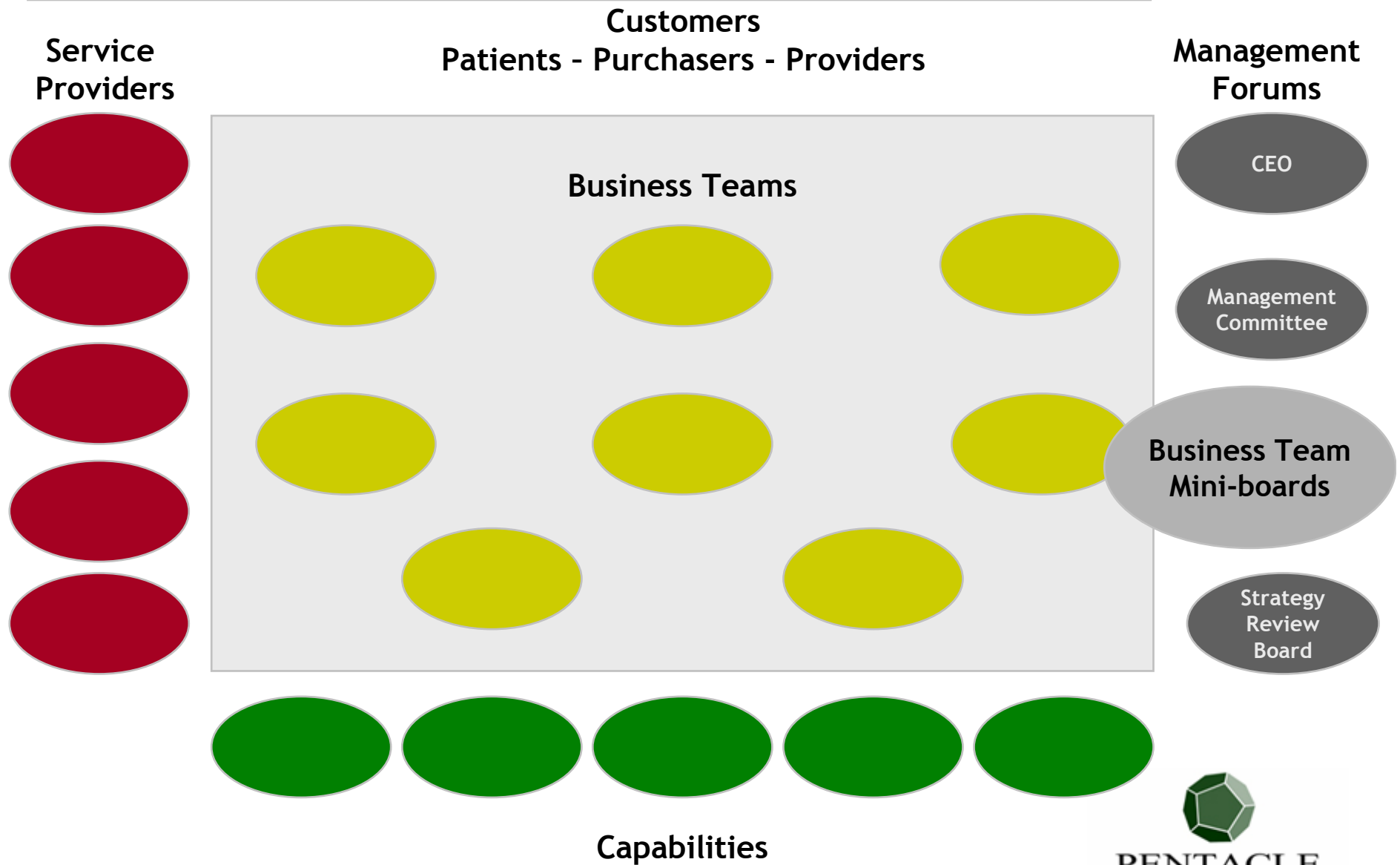
FORUM – M A N A G E M E N T C O M M I T T E E

Role	Shapes the future Allocates resources Sets performance criteria and monitors corporate performance Agrees corporate policies and guidelines
Frequency	Monthly
Composition	CEO, Directors



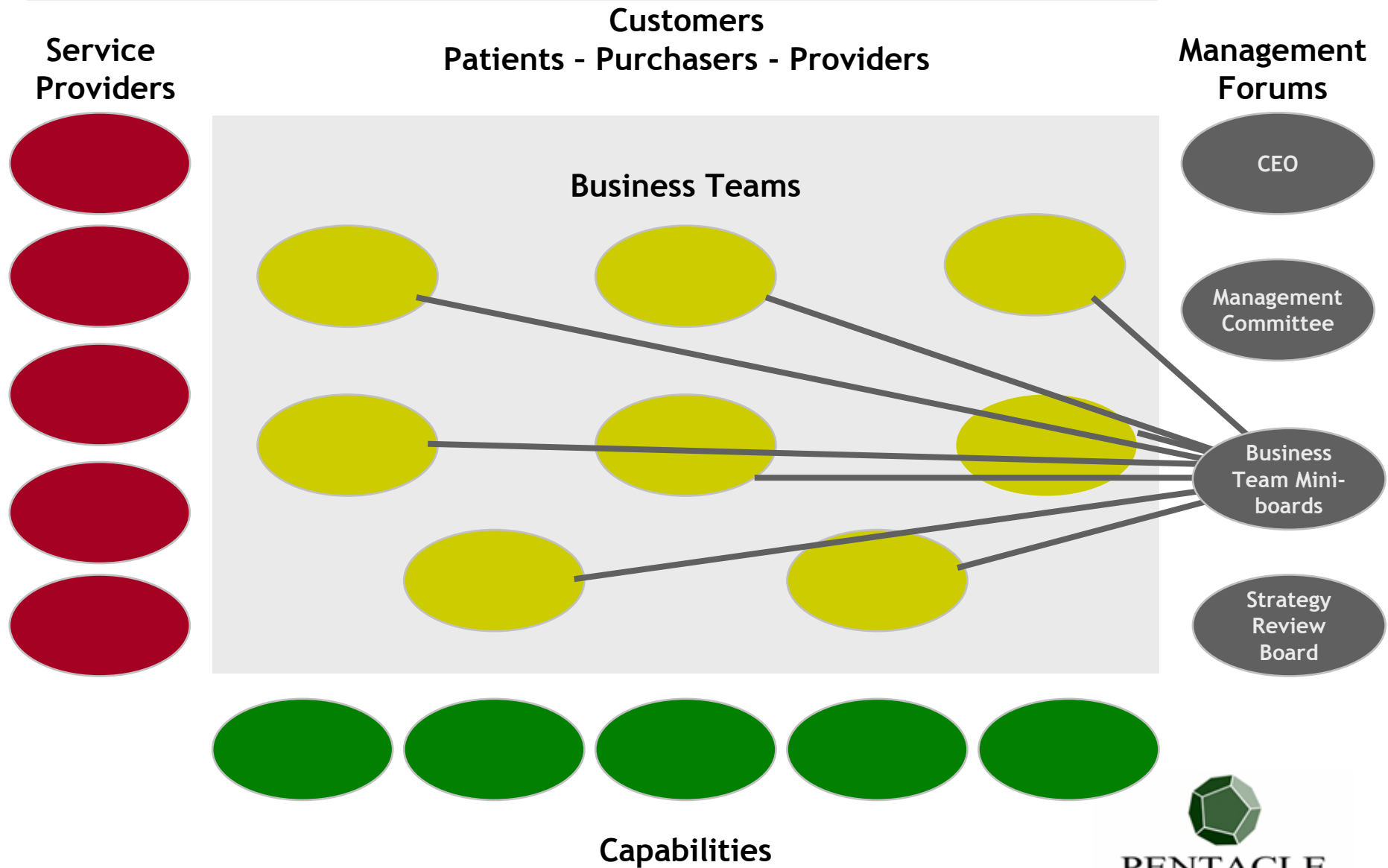
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FORUM – BUSINESS TEAM MINI-BOARDS

Role

Define and agree business team strategy
Review performance (at appropriate level)
Provide consistency across business teams
Coach and guide Business Team Heads

Frequency

Monthly

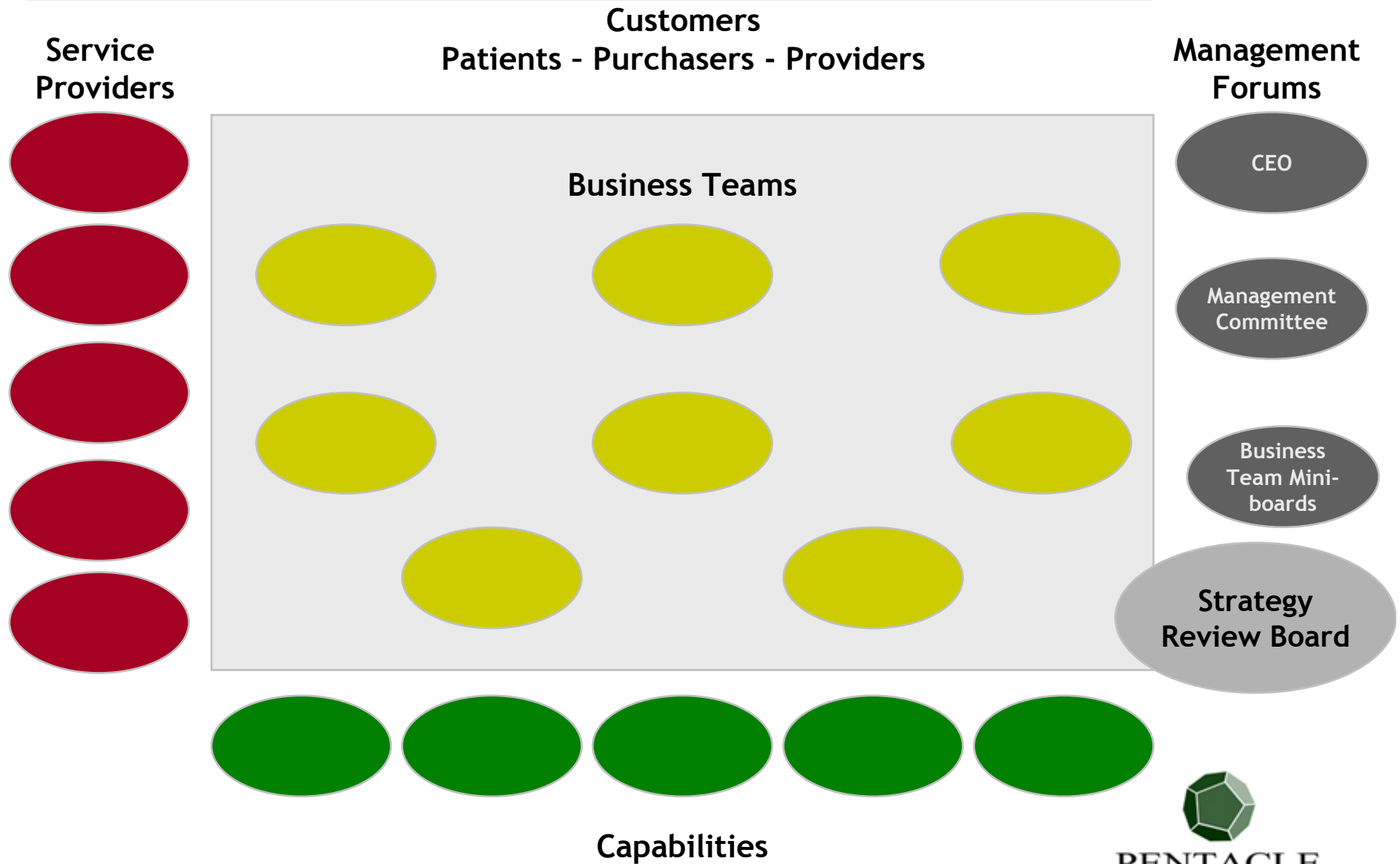
Composition

Directors of Finance, Medicine, Marketing
& Sales and Business Team Head



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THE OPERATIONAL GRID – Management Forums



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FORUM – STRATEGY REVIEW BOARD

Role	Review corporate performance in the context of the business environment Make strategic recommendations Evaluate corporate initiatives
Frequency	Quarterly
Composition	CEO, Directors, Business Team/ Capability/ Service Provider Heads



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CREATING A NEW ORGANISATION – THE SOLUTION

Perfectly position to challenge disease in many different areas:

- Transplantation,
- Psychiatry/CNS,
- Oncology/Endocrinology,
- Cardiovascular,
- Dermatology,
- RA/HRT,
- Asthma
- Tail and Mature Brands



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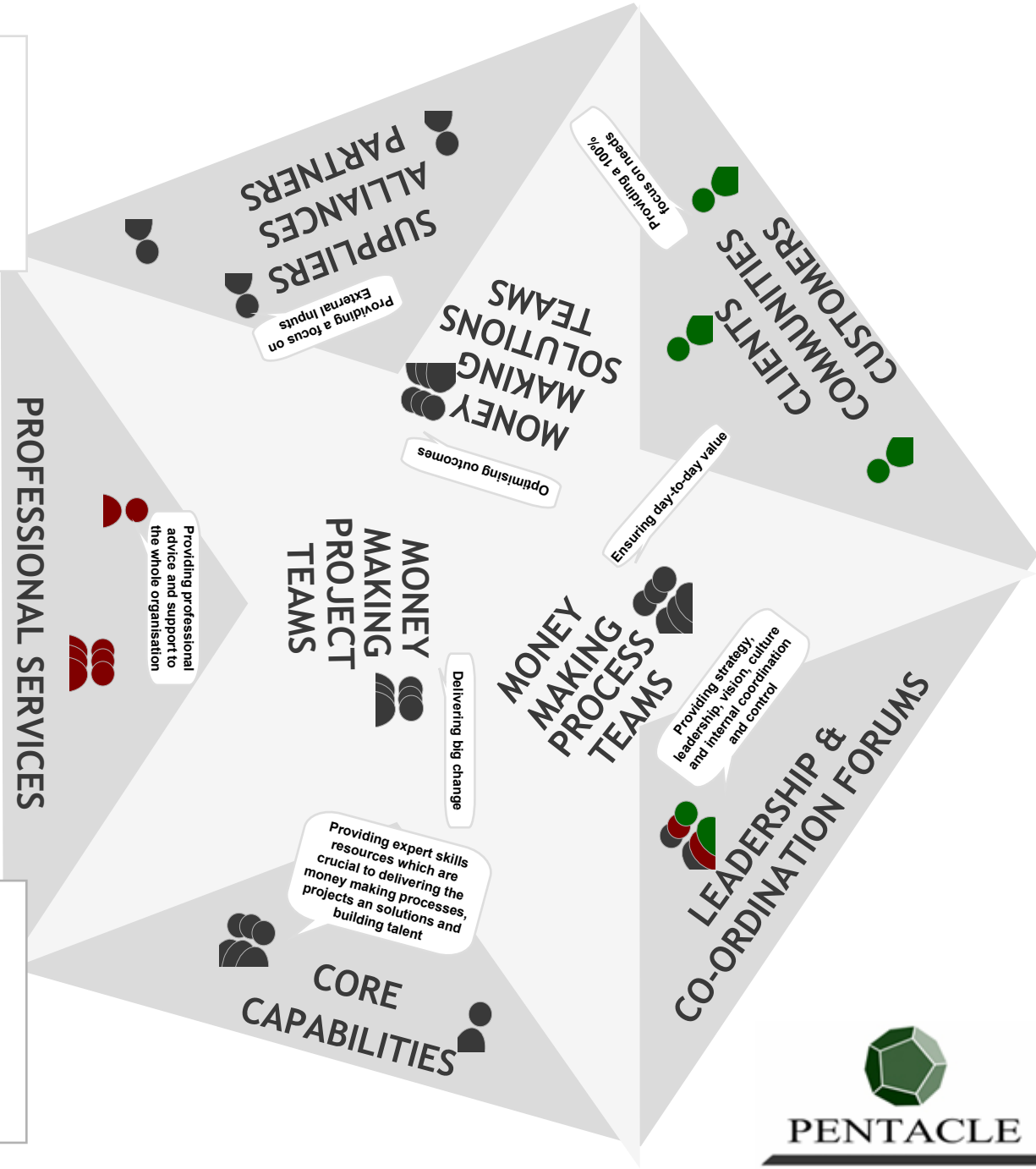


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THE VIRTUAL BUSINESS SCHOOL

Roles not Jobs
 Deliverables not Resources
 Accountabilities: You are counting on them to deliver
 Responsibility: They have the ability to respond
 Make the most natural working way the actual working way



- OPERATING PRINCIPLES**
1. Interdependence - make this clear
 2. Separate accountability and responsibility
 3. Federalism: the best person to do it should do it
 4. Virtuality The effect is important, not the form
 5. Control must never outweigh leadership



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CREATING A NEW ORGANISATION – MORE MATERIALS

Podcasts from Pentacle

- **A New Organisation for a New World**

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Part Two	Games Development Studio
Part Three	Global Shared Service
Part Four	How to Develop a Virtual Organisation

Published References:

- *Never Reorganise Again* Eddie Obeng ISBN 095348691-5

Web sites of interest

- <http://PentacleTheVBS.com>
- http://Pentacle.co.uk/Never_Reorganise_Again.htm

Christophe Gillet Explains implementation of the OrganoWeb at SONY

- <http://PentacleTheVBS.com/SonyOrganoWeb.htm>

Get support in implementation

- <http://PentacleTheVBS.com/ContactDetails.htm>

